

S.R.

OCT 16 1950

MAGAZINE OF MANAGEMENT MEN OF AMERICA

# MANAGEMENT



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**PRESIDENT RAY A. ARDUSER** — Newly elected president of The National Association of Foremen addressing September convention in Buffalo. From Dubuque, Iowa, he's assistant superintendent of Farley & Loetscher Mfg. Co.



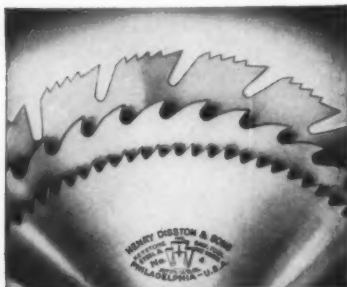
OCTOBER 1950

FORTY CENTS

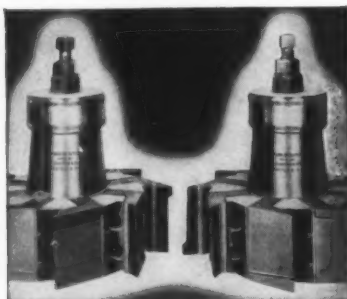
*Foremen's Fall Safety Issue*



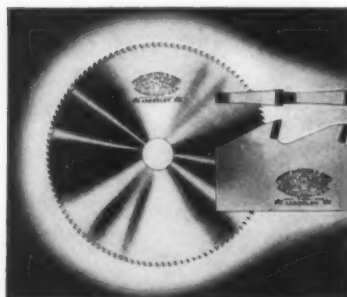
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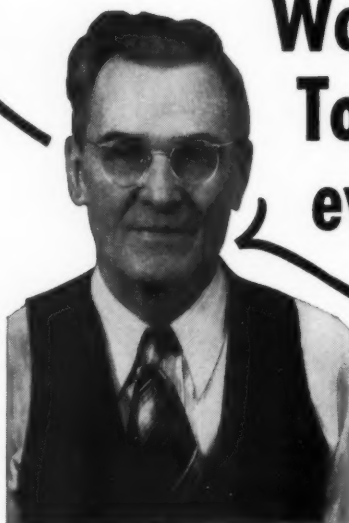


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Jean Adams, Director Adv. Production and Subscriber Relations

**CONTRIBUTING EDITORS** — Fred G. Clark, general chairman, American Economic Foundation, New York; Harry P. Jeffrey, attorney, Dayton; W. E. Landis, industrial relations director, Briggs Manufacturing Co., Detroit; Louis W. Lerda, Elizabeth, New Jersey; Charles A. McKeand, director of employment relations, Merchants & Manufacturers Assn., Los Angeles; Richard S. Rimanoczy, editorial director, American Economic Foundation, New York; Whiting Williams, employee relations counsel, Cleveland.

**BUREAU EDITORS**—West Coast: Roy Bell, 725 Spring St., Rm. 200, Los Angeles—Tucker 4727.

**ADVERTISING**—Carroll Steve Slick, 2038 Spruce St., Philadelphia; L. F. McClure, 314 N. Tower Court, Chicago (Superior 7-1585).

## Cover

**T**HIS month **MANAGE** Magazine has the honor to present the newly-elected president of The National Association of Foremen, Ray A. Arduser of Dubuque, Iowa, who is presently receiving congratulations and best wishes from all over NAFland.

Mr. Arduser attended Dubuque public schools and Iowa State College. He has served Farley & Loetscher Mfg. Co. for 27 years, having started in the factory; spent five years in its Industrial Engineering Dept. followed by eight years as its department head. For the past eleven years he has been assistant plant superintendent.

A long time member of Dubuque Kiwanis, of which he is a past president, Mr. Arduser is married, has a son attending his alma mater.

He became interested in the NAF in 1938 following its Akron Convention and is a charter member (was first secretary) of the Dubuque Foremen's Club. He became a national director of the Association in 1947 and was made its first vice president within the past year.

Mr. Arduser comes from a company with a long background of interest in the problems of foremanship—and he personally brings to the president's post an unusual sense of balance and a flair for teamwork, in the opinion of many members whose comments on his election were heard at Buffalo.

We are sure, as the Association's official publication, we express the sentiments of its thousands of members when we say "Congratulations, Ray Arduser, and best wishes . . . we're all with you!"

Vol. III, No. 2

# MANAGE

(Reg. U. S. Pat. Off.)

October 1950

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Williams



McKeand



Lerda



Clark

## CONTRIBUTING EDITORS

. . . giving generously of their time toward better teamwork and performance by all ranks of management . . . for a stronger American system.



Landis



Rimanoczy



Jeffrey

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## THE NATIONAL ASSOCIATION OF FOREMEN

RAY ARDUSER, President

JOSEPH E. COX, First Vice President

HAROLD LYDA, Secretary-Treasurer

J. E. BATHURST, Executive Vice President

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 40,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.



# CONVENTION

## *Special Newsletter*

• • • More than 1200 management men attended the 1950 Convention of The National Association of Foremen in Buffalo September 13-16, with a large attendance of ladies.

• • • Convention adopted resolution taking a strong stand against communism and other subversive influences; directors approved creation of National Defense Committee.

• • • New Association officers elected: Ray A. Arduser, Farley & Loetscher, Dubuque, Iowa, president, succeeding B. A. Hodapp, Peerless Saw, Columbus; Joseph E. Cox, GMC Delco, Dayton, first vice president; Harold B. Lyda, Trans World Airlines, New York, secretary-treasurer; zone vice presidents: Edward O. Seits, North American Aviation, Los Angeles; S. T. May, Armco Drainage & Metal Products, Houston; Marion Kershner, Armco Steel, Middletown, Ohio; James B. McGettigan, National Tube, McKeesport, Pa.; L. R. Porterfield, American Air Filter, Louisville; Albin Szybeko, Lien Chemical, Chicago; A. L. Schwan, National Tube, Gary; Alan H. Thompson, Pratt & Letchworth, Buffalo.

• • • Awards for the top city-type management club in the nation went to Kokomo Foremen's Club, Kokomo, Ind., top company-type club to Grayson Administrative Conference of Robertshaw-Fulton Controls Co., Lynwood, Calif., which also won the Woodhead Trophy. Inland Steel Management Club, East Chicago, won the national award for greatest membership increase among company-type clubs and Kokomo Club among city-type clubs. The Honorary Award plaque to the man who has done most during the year for foremanship improvement to NAF Past President Frank H. Ireland, GMC's Delco Div.

• • • Briggs Management Club of Detroit, Michigan presented substantial check for landscaping NAF headquarters. Foremen's Club of Buffalo Branch, American Brass, presented Dayton office with two magnificent name plates. Paul Baker, Great Lakes Steel, is providing new Code of Ethics banner on behalf of Detroit Area Council.

• • • At his request, Executive Vice President James E. Bathurst was granted a six-months leave of absence effective November 1, and William Levy, manager of education, was named acting executive vice president during his absence.

• • • The Resolutions Committee paid high tribute to the General Convention Chairman Alan H. Thompson of the Pratt & Letchworth Company of Buffalo, his committee, and everyone in the Niagara Frontier who made possible the 1950 NAF convention.

• • • The 1951 Convention will be held in Chicago on September 26, 27, and 28. Albin Szybeko, vice president of Zone G, promises the best convention in NAF history.

• • • Standing Committee chairmen named were: Activities & Awards - William C. DeHaven, Carrier Corp., Syracuse; Club Service & Education - William R. Bean, Aluminum Ore, East St. Louis; Membership - W. H. Marrow, Solar Aircraft, San Diego; Public Relations - Gordon R. Parkinson, Trans World Airlines, Kansas City; Publications - R. G. Como, Giddings & Lewis Machine Tool, Fond du Lac, Wis.; Scholarship - John Sess, Worthington Pump & Mach., Buffalo; Ways and Means - H. H. Douthitt, Marion Power Shovel, Marion, Ohio; Indoctrination - L. Fred Magruder, Talon, Meadville, Pa.

• • • Radio's Henry J. Taylor of "Your Land and Mine" and Keynoter Collyer Snyder carried the packed general-sessions audiences to peak enthusiasm for the Convention theme "Nationally United in American Principles and Free Enterprise."

• • • The board approved establishment of the post of director of national development and named James N. Blissell to the office.

• • • Joseph E. Cox, retiring secretary-treasurer, reported that the NAF is in a satisfactory financial condition, although there are still many projects that should be undertaken.

• • • Representatives of area councils met at the convention and laid plans for the extensive development of further area activities throughout the nation.



# Introducing the Beautiful

Chrysler's New Yorker Newport  
with Clearbac rear window.



## Chrysler Newport



Chrysler Windsor Newport . . . the  
sensational medium priced version of  
this sparkling, sporting car with the all  
steel top and Clearbac rear window.

Sleek and smart as a convertible . . .  
snug and safe as a sedan!  
Newest of the new body styles.  
Developed first by Chrysler right after  
the war! Admired . . . envied . . .  
copied . . . but never equalled!  
Every last gleaming inch, right  
down to the very heart, is a  
masterpiece of beautiful engineering.  
Come look at the great  
workmanship! Look at the quality  
of the materials! You find value all  
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## We Look At

# WASHINGTON

Edited By  
**Harry P. Jeffrey**

### The "Defense Production Act" Of 1950

**T**HE Defense Production Act is now the law of the land. It is probable that no measure holding the possibility of such far-reaching effects on our economy has been passed for some years.

First, it is important to realize that this measure grants the President the power "to requisition" plants, equipment or supplies whenever in his judgment the situation would not permit delay or "resort to any other sources of supply." This power is related to the authority conferred by the Act to allocate materials needed for the production of goods for defense purposes.

It is not intended to criticize this grant of broad power. It is necessary that the extent of authority be realized, and that every effort be made to see to the execution of these powers with maximum results for defense needs and minimum conflict with our ordinary private economy.

For example in the event the power to requisition is exercised for the production of any type of material, the President is given complete and unlimited authority to determine the identity or location of any plant or plants to be taken over, and what compensation shall be paid for property so taken. In the event that the owner disagrees as to the price, the plant is taken over notwithstanding, 50 per cent of the purchase price determined by the government is paid at the time of the taking over, and the owner is given the right to sue for the balance to which he feels entitled.

It is probable that such powers will not be exercised widely, but it is important to realize the degree to which the present threat to world peace may disorganize our nation's economy.

### Title V — Labor-Management Relations

**T**ITLE V of the Defense Production Act delegates vast and vaguely defined authority to the President to regulate labor-management relations. As suggested last month, Title V was stricken from the measure when it was considered in the House, but this provision, with certain changes, was passed by the Senate and was adopted thereafter by the Conference Com-

mittee of the two Houses. By virtue of the so-called Bricker amendment, prices and wages are tied together. The President is not required to impose blanket controls on all commodities in the event he determines the necessity for any action, but may impose such controls on a selective basis. If control of prices is exercised on a given commodity, wage controls arising out of the production of that commodity likewise must be imposed. This is extremely important and should tend to minimize some of the bad effects which resulted from price without wage control during World War II.

This legislation specifically provides that the authority to impose wage-price controls shall be lodged in a single independent agency. There is a strong possibility, however, that in practice the effect of this provision may be circumvented by the appointment of a single agency, but with two divisions, one of which shall regulate prices and the other wages. If this is done, the spirit of the Act may be nullified and the new counterpart of the former War Labor Board will dictate wages independently of and without reference to the particular commodity price.

The bill further provides that the President, in carrying out the policies of Title V of the Act, shall first call a labor-management conference and be guided by the action of this conference in the execution of policy. This particular provision can mean nothing in practice, however, for the reason that the President is given authority to designate persons to represent "government and the public" at these conferences. In effect, therefore, the will of the President or his advisors can dominate such conferences.

### Politics Is Never Adjourned

**T**HE recent resignation of Robert Denham, general counsel of the National Labor Relations Board, in spite of the Korean situation and the critical need for defense production, is ample evidence of the fact that, in Washington, politics never ceases to operate. For many months, a running fight to repeal the Taft-Hartley Act, and when this proved to be impossible, to partially nullify its administration, has gone on. The administration claimed that Mr. Denham was pro-

management, while the general counsel's office maintained that the National Labor Relations Board was pro-labor and attempted to usurp the functions specifically given to the counsel general under the terms of the Taft-Hartley Act. Even though Mr. Denham was appointed for a specific term which had not expired, and the power of the President to remove him might have been questioned in the courts, Mr. Denham has yielded to unrelenting pressure and has withdrawn. In the event Congress adjourns, the President can make an interim appointment which need not be passed upon by the Senate until next year. If the Congress is not adjourned, the new appointee must receive Senate confirmation. The identity, background and thinking of this appointee necessarily will color the administration of the office and drastically effect the operation of that portion of the law dealing with labor-management relations delegated to this office.

### Adjournment Of Congress

**A**T this writing, Congressional leaders have tentatively agreed on an adjournment late in September, but with the understanding that the present Congress will reconvene after the election sometime late in November. This plan is of course subject to change at any time, depending upon developments in the Korean war. If our armed forces in that area continue to succeed and there is no further intervention either in Korea or at other trouble spots by Communist forces, it is likely that the members of Congress will return to their homes for a period of some sixty days.

In this connection, it is interesting to note that the tax bill raised taxes on individual incomes and the normal rate of tax on corporate income, but that no excess profits tax was passed. Apparently the members of both houses feared to face their constituents without some disposition of the troublesome excess profits tax issue. A resolution was passed by both houses reciting that the excess profits tax question would be considered whenever Congress reconvenes. In effect, this is an uncollectible promissory note, but at least it gave present members of Congress who must face their constituents in an election campaign a piece of paper to wave before them.



MANAGE October 1950

# Safety is EVERYBODY'S BUSINESS ... at Revere

By JOHN H. EIKENBERG  
Vice President

Revere Copper and Brass, Incorporated

FOR many years Revere Copper and Brass Incorporated has operated on the principle that "SAFETY IS EVERYBODY'S BUSINESS." It is not only a humane concept—it is also just plain good business. It is literally everyone's job to see that our "SAFETY BUSINESS" does not fail.

What is done to prevent such a failure of our "SAFETY BUSINESS"? The analysis is not complicated. Failures in everyday business ventures are somewhat common . . . many of the reasons are obvious. By the same token, business failures are often prevented by good organization, proper preparation and coordinated activity on the part of everyone involved. These are the major factors responsible for the success Revere has enjoyed in its accident prevention program.

The main goal of our program is, quite naturally, the elimination of human suffering, physical impairment and above all loss of life. As these things are accomplished, benefit to employee and to employer automatically follows. Their accomplishment demands a clear analysis of problems to be met, salesmanship, understanding, and a cooperative, never-ending search for means of overcoming hazards.

With the thought that they may be useful to others, the following parts of our accident prevention program are outlined.

## Revere Safety Test

One of our effective resources, we believe, is the REVERE SAFETY TEST which was developed by specialists on our staff with the aid of Syracuse University. Simply stated, the test differs from others in that it features pre-employment determination of safety awareness as well as follow-up instruction. It is neither written nor verbal, but strictly pictorial. It can be taken by illiterates and is in no way an intelligence test.

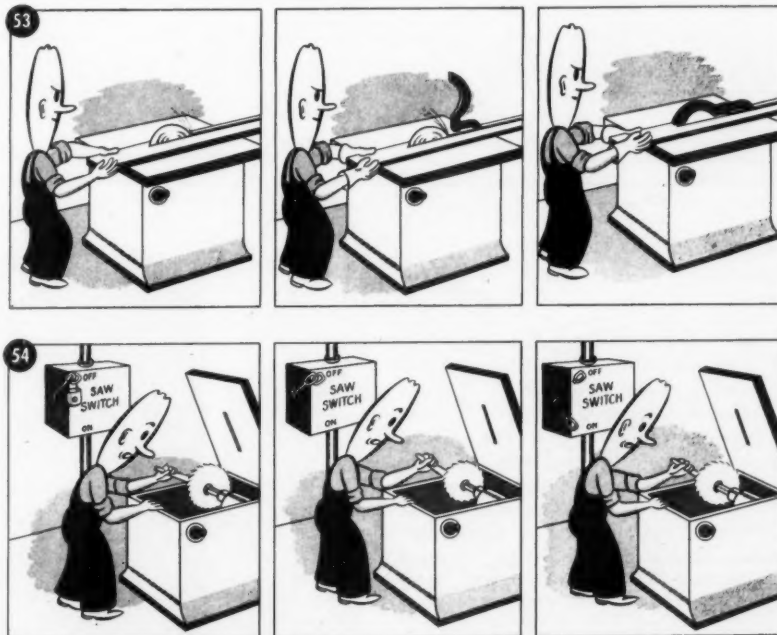
The test itself consists of a booklet of safety-knowledge cartoon strips showing a worker doing the same thing three different ways. The person being tested indicates on an answer sheet with an "x" the pictures which show the worker breaking a safety rule. When the answer sheet is returned to the person tested, it has been corrected with red marks. All answer spaces are cross-referenced with our handbook of safety information which we will describe later. The red mark, indicating error, immediately calls the testee's attention to this cross-reference number below the answer square and "if for no other reason" curiosity impels him to refer to the corresponding number in his handbook of safety information. There he will find the correct safe practice described. It is like the urge, during our school days, that impelled us to look for the "answers in the back of the book." There are

But as this story shows, Revere foremen and supervisors play a key role in safety activity—as they do in company after company over America.

162 cartoons, making 162 a perfect score. It has been demonstrated that applicants scoring 80 or less have difficulty absorbing the fundamentals of safety.

## Supervision Role In Test

Supervision plays a most important role in our Safety Program. They were the first group to take the test and have been given complete knowledge of the testing program. Each supervisor has had his individual responsibilities detailed to him. This has been an important step because the foreman actually take over following the testing and rating of an employee. The safety engineer serves this phase of the testing program in an administrative capacity only. The Revere Safety Test is given and rated by a trained personnel assistant. Scores indicating the need for "intensive and individual" instruction, or "below average in safety



Section from the famous "Revere Safety Test" booklet of cartoons featuring Joe Brasco.



## OUR MACHINES HAVE GUARDS . . . LET'S USE THEM!



Cartoon strips, such as this one, feature safety posters. The original copy and art work are furnished by the General Industrial Relations Department. "For your own good . . . for the good of us

all" is the booklet of safety information cross-referenced with the Revere Safety Test. The little egg-head is Joe Brasco, familiar in Revere publications.

rule knowledge" are earmarked for re-test within a specified period, usually a month or six weeks. It should be noted that the re-test procedure in no way relieves the responsibility or relaxes the interest of the foreman. On the contrary, his responsibility is increased as outlined by the following procedure.

The employee's score sheet is forwarded to the prospective foreman, who notes the rating and the incorrect answers. The lower the rating, the greater the attention and training that must be given by the foreman. As mentioned before, a re-test is in order on low scores and the foreman is well aware that his efforts with the employee will be reflected by the re-test. However, careful attention and

instruction are given to all tested employees regardless of score. Excellent scores, from 147 to perfect reflect only that even these individuals still have something to learn about safety.

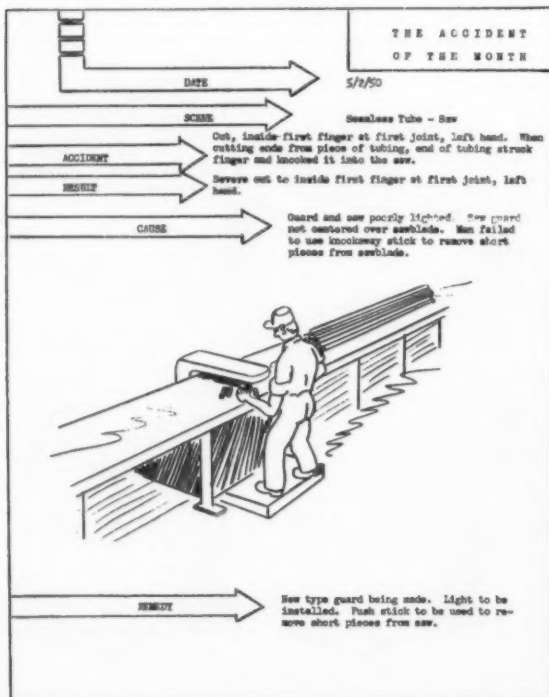
While the majority of cartoon strips are based on operations common to our plants, the Revere Safety Test is sufficiently general in character to uncover a lack of safety awareness in an individual regardless of occupation.

### Advantages Of Pictorial Test

The idea of transmitting safety questions by pictures rather than orally or in writing has distinct advantage. The testee, in a written or oral test, is faced with the problems of interpretation of the question as well as inter-

pretation of industrial terminology. He must solve these problems before even considering the correct answer. By the same token, results of an oral or written test are subject to question as there is no way to determine whether incorrect answers are the result of incorrect interpretation or lack of safety awareness. It might be said that the Revere Safety Test is added proof of the adage "A picture is worth a thousand words."

An oral question must be repeated at least once or twice and a written question re-read in order for the testee to remember its contents in determining an answer, even though his interpretation may be correct. This adds time and confusion to the testing. Use of pictures eliminates the hazard of misinterpretation of unfamiliar industrial terminology also. As an example related to our own industry, reference to a "pair of rolls," "slitters" or "pickle tubs" might be meaningless and confusing to a testee. However, pictures



An effective bulletin of the "hurry-up" type bringing accidents right back home to roost. Prepared under the direction of the safety engineer at each of Revere's 10 divisions.

The Revere Foremen's Understanding Program features information of Company policy, activity and relations. William R. Price, right, General Industrial Relations, guides panel discussion on Safety at Detroit meeting of plant foremen.





of these things immediately clarify the situation through the association of a washing machine wringer to a pair of rolls, the presence of cutting knives on the slitters and the presence of dangerous liquids in the pickle tubs.

One of the cartoon strips in the test shows the right and wrong ways of piling rod and tubing. These foreign words are not present in the testee's mental picture of the panel. What he sees are simply objects that are correctly or incorrectly piled, regardless of whether they are copper, glass, plastic, wood, or other material.

While there are other features in the advantage of picture questions, probably a further outstanding one is the tendency for people to project themselves into a picture. This tendency has long been noted in the theatre where audiences often feel themselves in the roles of the actors and actresses.

Further uses of the Revere Safety Test are the re-testing of employees following a lost-time accident and following a lay-off period.

The validity of the Revere Safety Test was established rather quickly through the results obtained from employees who volunteered to take it. It was found that those who had been involved in accidents returned lower scores than those who had "no-accident" records.

Because of the success of the program and the interest other companies have evidenced in its possibilities, Revere has made arrangements with Science Research Associates Inc., of Chicago to publish and distribute the copyrighted material with complete instructions for its use.

#### Revere Safety Orientation Procedure

It is quite common practice to load a new employee down with instructions on a dozen subjects within a few hours. Impatient to get on the payroll and in an entirely new environment he may forget some of these instructions. It takes time for him to become accus-

(Turn to page 34)



## REVERE

### Inter-divisional SAFETY CONTEST

STANDINGS REFLECT THE  
PERCENTAGE OF HOURS  
WE WORKED WITHOUT  
LOST-TIME ACCIDENTS!

### JULY 1950

(STANDINGS AS OF JUNE 30, 1950)

THIS MONTH	LAST MONTH
1	1
2	2
3	3
4	4
5	8
6	6
7	5
8	9
9	10
10	7

Tactless Titus says:

Everybody knows rules and laws are just made to be broken. Let other people worry about themselves... chances are it might even be them who get hurt and not you.



### LIVE SAFELY...AND LIVE LONGER

The poster that features monthly standings in the Revere Inter-Divisional Safety Contest. Again Joe Brasco and "for your own good... for the good of us all," the safety booklet, are tied in. "Tactless Titus" is just a ridiculous little accident-prone, but he gets attention and does stimulate thinking along safety lines.



New Bedford Division wins C. Donald Dallas Safety Plaque Award for 1949. From left to right: Oliver S. Borden, safety engineer; Edwin F. Wood, Jr., financial secretary local 168, UAW-CIO; George F. McGovern, works manager; John H. Eikenberg, vice president, industrial relations; Robert S. Stringer, vice president, New Bedford Division; Walter F. Townsend, vice president Local 168, UAW-CIO; Paul A. Senft, personnel manager. Truly, "SAFETY IS EVERYBODY'S BUSINESS".

# SCIENCE GAINS YARDAGE FOR IN

*Manage offers a peep by word and picture into what goes on inside the World's largest Safety research laboratory ... for a Safer American Industry*

**I**NDUSTRIAL safety has become a crusade which has won notable results. In the past decade, the rate, the number, and the severity of industrial accidents have been decreasing steadily.

Much of the credit for this record goes to the American worker since the best of all safeguards still is a careful workman. Sharing the credit are executives, supervisors and foremen of industry who have made safety their first concern. They have provided workmen in all industry with the best safety equipment and have trained them how to use it.

Workmen today have personal protective apparatus of every type to combat every hazard. They have accurate instruments that instantly determine the percentage of explosive or toxic gas in the air at any time and that automatically set off audible and visible alarms. They have rescue and resuscitative equipment that can transform a potential disaster into a minor accident. They have first aid equipment especially designed to prevent a slight injury from becoming serious.

It took many years of development and painstaking research to raise the standard of safety equipment to its present high level. And this humanitarian endeavor goes on, more vigorously than ever, because ever-changing industrial processes and methods create new and different life and property hazards that have to be overcome.

## **World's Largest Safety Lab**

To help fill the need for this new protective equipment, and to make present apparatus even better, the Mine Safety Appliances Company recently dedicated at Pittsburgh the world's largest research laboratory de-



voted exclusively to development of safety equipment.

Ned H. Dearborn, president of the National Safety Council, in an address at the dedication ceremonies, hailed the laboratory as one of the most significant advancements in this country's industrial safety movement.

A vast amount of science goes into the development of safety equipment. MSA's new laboratory is staffed by scientists in many fields—physics, chemistry, electricity, others. Because lives depend upon the instruments and apparatus resulting from MSA research, the scientific work in the lab-

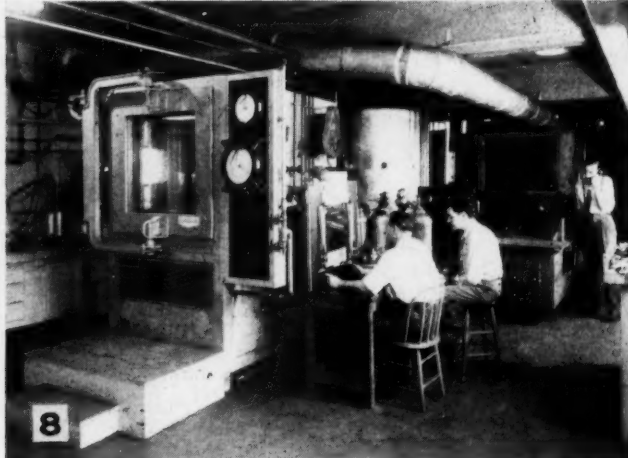
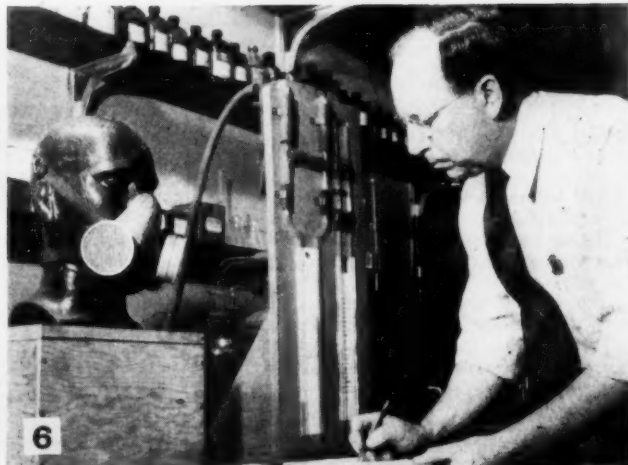
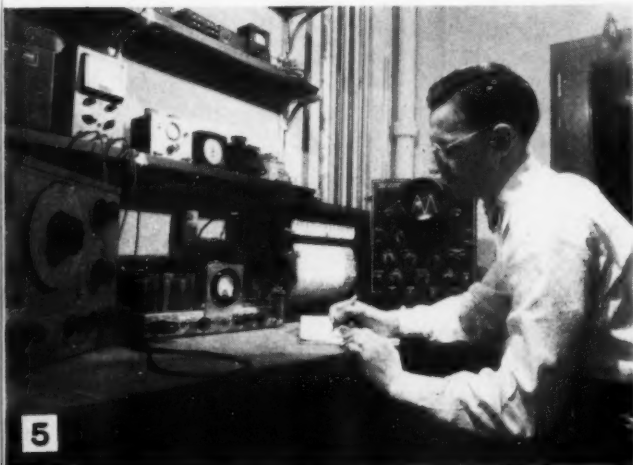
oratory and the fabrication techniques of manufacturing in the plant are precise and thorough.

Industrial safety, as it is known today, had its start in Pittsburgh, the heart of America's heavy industry. Early in this century the industrial accident rate particularly in mining was high. For every million tons of coal mined from 1906 to 1910 almost six men were being killed. Then, in 1910, Congress established at Pittsburgh a Bureau of Mines under the Department of the Interior. Since that time, the Bureau has developed into what is

(Turn to page 26)

MANAGE October 1950

# OR INDUSTRIAL SAFETY



1. Color-indicating chemicals for detecting and identifying minute concentrations of gases are tested for effectiveness and reliability by exposing the colorimetric instrument to various types of gases.
2. Dust particles and other minute materials are studied in the laboratory's electron microscope that permits magnification up to 100,000 times.
3. Dust chamber experiments at Mine Safety Appliances Company's new research laboratory aid in the development of respirators and filters. Various types of dusts are mixed with air in the chamber and drawn through a filter-equipped sampling tube to test efficiency. The first dust respirator ever approved by the U. S. Bureau of Mines was developed by MSA.

4. MSA Skullgards, the identifying mark of construction workers and other employees exposed to falling object hazards, undergo rugged tests at the MSA laboratory. This test is to determine degree of penetration of pointed missile into the plastic skull guard on a model head.
5. Circuit adjustment of an electronic combustible gas alarm instrument is checked by means of this cathode ray oscillograph.
6. Model head simulates wearing conditions of new gas and fume respirator, helps in determining air flow resistance.
7. Air-vapor mixture is passed through new chemical compound for gas mask canisters to determine vapor-absorbing properties of the compound.

8. In this apparatus, climatic environments are created to determine performance of safety equipment under extreme conditions of temperature, humidity and pressure. The MSA laboratory also has a large pressure chamber to man-test equipment, and a wind tunnel for research on air-flow measuring instruments.

Top—Stereophotometer in the electrical laboratory measures Edison electric cap lamp bulb efficiency. Since Thomas Edison invented the lamp in 1915, its illuminating intensity has been increased 100 times. Edison cap lamps are used in mines throughout the world and in a variety of other underground workings.



# How to Control the Cost of Living in Time of War

By Fred G. Clark and Richard Stanton Rimanoczy \*

## I

**I**F there were need for any additional proof of man's apish ancestors, his habit of imitating his past mistakes would be adequate.

We are now whooping it up for wage and price controls *simply because we had them during the last war.*

The fact that they failed seems to make little difference.

The best that these "controls" could do under the existing circumstances is to make sure that wages and prices go up together.

The answer lies in attacking not the end results of the disease but its cause.

That cause is well known to every intelligent person who knows anything about fiscal policy: *it is worthless money that gets pumped into the economic bloodstream and dilutes the value of all money.*

Here is the way it happens: when the government needs more money than it is able to borrow from the people or is willing to tax the people, the Treasury Department "borrows" from the commercial checking banks.

Actually, this process has nothing to do with the type of borrowing done by private individuals: it consists of the government causing the banks to issue additional money, which is added to the existing money supply.

The Federal Government spends this new unearned money in the form of checks.

These checks are deposited in the banks by the people who receive them so they can use the amount to pay their bills.

The banks are given a special type of government bonds as "security" on the "loan," and the government pays interest on them as long as they are outstanding, which, frequently, is forever.

This process is like adding water to milk and pretending that it is still all milk.

While it is supposed to lighten the tax burden, it actually does not.

## II

**T**O understand why this is, we must understand that the cost of war is not money: it is the goods and services that the government takes away from the people and uses to carry on the war.

The cost is counted and measured in dollars, but the real cost is the food, clothing, and shelter.

If the government needs 40% of the people's production for war purposes and taxes the people 40% of their earnings, the government will then have enough money to buy what it needs without adding to the money supply.

The people would have 60% of their earnings left, and 60% of their production left; so they could buy the 60% of the goods and services with the money left them by the government.

Under these circumstances prices would not go up, and therefore, there would be no need for wages to go up.

And when the war was over, there would be no interest bearing bank debt to be paid off.

## III

**N**OW let's see what was done in the United States during the last war.

During the seven year period from 1939 to 1947, the American people had an income of \$1,038,801,000,000.

The Government during this period spent \$390,148,000,000.

That amount was about 40% of the national income.

But the rate of Federal taxes during those years was less than 20% of the national income, which meant that more than 50% of what the Government spent was new, unearned money added to the money supply.

And when the war was over, the nation's money supply had increased from \$67 billion to \$171 billion.

Had the people been taxed the full 40%, they would have been able to buy just as many goods and services as they did buy.

## IV

**M**OST of the people in Washington who know this to be true take the position that no political party could tax so heavily and still stay in office.

The answer is that if the people knew that the *true cost of war is not lightened (in fact is increased) by the bank "borrowing,"* if the truth were told to the people on a bi-partisan basis and made crystal clear, they would welcome a *tax-as-we-go plan.*

This idea of taxing the full cost of government has been advanced by both President Truman and Senator Taft.

That is about as bi-partisan as you can get.

If Congress would enact a Federal Sales Tax to balance the budget, there would be no need to worry about price and wage controls.

But if we face more deficit spending, no price or wage control known to man can prevent the rise in our cost of living.

\* Respectively general chairman and editorial director of the American Economic Foundation . . . —No. 15 in *MANAGE Series of Economic Treatises.*



# Safety is a GAME

Here's how it's played departmentally by foremen in a

Wisconsin manufacturer's plant.



Safety on the gridiron . . . no forward passes allowed.



Safety on the diamond . . . no home runs permitted.



Safety on the thermometer . . . "get your degrees here."

**F**OREMEN at Hamilton Manufacturing Company, Two Rivers, Wisconsin, believe in keeping their employees *safety minded*. They report these activities.

In addition to having "safety men" in each department, who are production workers, reporting any unsafe practices and safety posters on the bulletin boards, a safety contest is in continuous operation through the year. It's known as the "Hamilton Safety League."

The plant is divided into teams and the department's frequency rate of the previous year is used as the basis for placing them on the various teams with as nearly an equal number of employees on each team as possible.

Safety men are changed every six months, so eventually every employee will have the opportunity to serve as a safety man.

Safety charts are placed in each department in a locked, glass enclosed box. Scores are marked weekly.

During the baseball season they play baseball on paper, football in the football season, use the thermometer during the winter season.

In baseball, a batter is up the first of every month, and every day without an accident the runner advances one base. If an accident occurs without loss of time, the batter remains on base, but does not advance. If a loss of time accident occurs, the team is automatically out and they start over the next day. It takes four days without an accident before the team can score. No two or three base hits or home runs are allowed. The team with the largest score at the end of three months is declared the winner.

In football, all teams kick off from the 40 yard line at the beginning of each week. Every day without an accident the team advances 10 yards. If an accident occurs without loss of time the team is penalized five yards. Loss of time accidents are penalized 10 yards. Total yardage gained at the end of three months determines the winner. No forward passes or place kicks are allowed. No team is penalized beyond the 40 yard line.

On the thermometer, teams advance two degrees every day without an accident. If an accident occurs without loss of time the teams remain at the same degree for one day. On loss time

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# FACT and OPINION



By The Editor

## Why MANAGE Enters The Safety Area

**R**EADERS have noted our increasing editorial attention to safety in industry. This issue is almost entirely safety-tuned in its feature section. Many of our readers who are shop supervisory personnel (30,000) can guess the reason. We don't mind giving it.

In a recent speech before Philadelphia's Safety Meeting, Edward Gowen Budd, Jr., president of the Budd Company, held no punches in emphasizing the importance of foremen as the key management group in improving industrial safety. We know many another executive feels the same way. Foremen, themselves, know it. It is a very important aspect of their departmental managerial work. Show us the company with a poor safety record and we'll show you a company whose foremen are "unconscious" so far as safety of men and equipment is concerned.

Then we began checking safety publication circulation among foremen. For example, the leader in this field reaches less than 1400 foremen in industry, we found. Next, we had made a survey quite recently to find out whether MANAGE could serve a useful purpose as an advertising medium. Being non-profit, our idea was only to get the truth. So we asked scores of general purchasing agents about foremen influence in buying plant tools and equipment. We felt the purchasing agents would know, more than anyone else.

Among the items on this survey was safety equipment (both for plant and personal use). Their answers showed that foremen, in two out of three companies surveyed, either specified what safety equipment to buy or were consulted before purchases were made. Subsequent replies since the original tabulations, indicate this "purchasing influence" in about three out of four companies.

Here, then, was a management phase of the foreman's job in which we could perform a real service for our readers. As key men in safety activities and in arranging for more and better safety equipment, we feel they should have as much safety coverage in this publication as its own economic situation will permit. As the months progress, we shall try to fill this gap so far as our readership is concerned.

## Do You "Sell" Safety?

**S**AFETY is a service which we sell—to others and to ourselves. It is a service which it "pays" to sell. But, in

order to sell it to others, we need first to sell it to ourselves. That is a basic principle in any selling.

How can foremen sell safety to themselves?

Here is one way to do it. Every foreman is faced with cost problems. When things go wrong safety-wise, there is loss of time, repairs to damaged equipment, personal injury costs to be borne. When all the figures are in and you have the total (say it's \$1500 in one instance), make this calculation: figure what amount of sales of your company products will be required to net back that \$1500. Suppose your company nets about 10 per cent on its sales—you can figure the sales department will have to sell about \$15,000 in products to break even on that accident cost. Does that help?

## Building A Safety Campaign On An Agent Of Destruction

**T**IMES there have been when the relationship of supply to demand was such that sales of products necessitated little more than "taking orders"—automobile sales in the war-gear economy, for instance. But selling safety is always a "horse of another color"—never, never becomes merely "order taking." For selling safety calls for more skillful merchandising than selling a vacuum cleaner or a radio, even in an over-stocked market. Men expecting to sell safety should not be unaware of the reason why this is true.

In selling a vacuum cleaner, the purchaser immediately acquires something specific—something which adds to a housewife's facilities for housekeeping. In selling safety, the purchaser acquires nothing which immediately adds to his specific facilities. Instead, the purchaser acquires a "pattern of thinking" designed only to help him keep what he already has (health, a sound body) under future conditions which may or may not come into existence. Safety selling, then, is a sort of "negative" selling.

Therefore, we should be fully aware of the "strikes" we have against us in selling the practice of safety—and of the need to use our utmost skill and resourcefulness in persuading others to "buy" it.

Here is an example of the sort of mental resourcefulness we in supervision must exercise—even though the instance occurred in the product merchandising field.

Some months ago we learned how the Diamond Match Company has made use of its potentially dangerous instrument (the match itself) to overcome what appeared to be "two strikes"

against it and, instead, "get it on base" as an instrument of safety. The story was told by Sales Manager William Howard of the Book Match Advertising Department of Diamond.

Mr. Howard first told about a great many facts they gathered, showing, for example, that 73 million persons age 15-70 (possible employables) in the U. S. are smokers and of them about 90 per cent apparently are actual plant employees. Next they found that practically all smokers carry book matches and that about 45 per cent of them can remember the messages printed on them at a given time. To these facts they added others, such as that the book match has an advantage over an educational pamphlet or bulletin board because it has mobility: being customarily carried about by the smoker. Using this ammunition, Diamond has sold many companies on giving employees book matches, at certain proper times, which carry safety messages.

Here is one such customer's practice. Many of the far-flung facilities of Monsanto Chemical Company contain operations which outlaw smoking because of the nature of products. As a safeguard, the company collects all matches from all employees as they enter. When they emerge at the end of shift, each is given one of the company's own books of matches at the exit gate. In this way the company has been able to conduct a continuing safety educational campaign on match covers for several years knowing in advance that every employee would carry away each day enough matches to remind him 20 times of company objectives.

Says Mr. Howard: "There are many ways in which these matches can be distributed. Some companies supply them through cigarette vending machines in their plants (where smoking is allowed). Others hand them out with purchases at company canteens. Some give them away to be redistributed by neighborhood cigar and cigarette stands. One at least gives each employee a supply with his pay envelope.

"The main point of any such program is to get the book match distributed for thorough coverage. When you have complete coverage you've placed a safety campaign in the pocket (or pocket book) of every employee, a sure way to keep everyone constantly alerted to the need for watchfulness.

"To my mind there is no more economical or effective method to reduce fire and accident rates than by repeating a warning every time a cigarette is lit."

Within reach of the foreman and supervisor there still remains a very large territory for the sale of the practice of safety—but it will require a lot more skill than just "taking the orders." What sales strategy can you suggest? We'd like to pass it on to others.

## Foremanship and Costs

General Manager Hunt, Hymatic Engineering Co., Ltd., Redditch, is quoted in THE SUPERVISOR, organ of England's Institute of Industrial Su-

pervisors for July, 1950. What he says, in our opinion, is worth reviewing.

"There are many ways to higher productivity and lower costs. One of them centres around foremanship. Not only has the large scale use of the functional specialist obscured the position of the foreman, it has also increased overhead costs.

"Our overhead costs are too high and must come down. It is no longer a matter of production at any price. Costs and prices matter greatly—we have got to get closer to the bone.

"Simpler, cheaper, organisation based on good foremanship—good not only in the technical, but also personal qualities—is one way of doing it.

"How often do we resort to yet another specialist when the true, cheap and efficient answer lies in more interest in the job, a better human situation, keener workmanship—quite simply better management, on the floor of the shop?

"Until foremanship has re-asserted its leadership on the floor of the shop, many factories will fail to make their maximum contribution to higher productivity and lower costs.

"Indeed, higher management has a responsibility to establish beyond doubt the identity of foremanship with management, to recognise foremanship as within the management process.

"It is time to look at foremanship anew and tap afresh the skill and knowledge latent there."

### **Low-Income Family Hardships . . . Overdrawn Says Keller Report, Initiated By Herbert Hoover**

**I**N a new study "Low-Income Families In The United States" by Rev. Edward A. Keller, C.S.C. of the Bureau of Economic Research, Notre Dame University and published by The American Economic Foundation, 295 Madison Ave., N. Y. (50 cents) some facts are set straight as to the reported hardship status of so-called low-income families in America.

Senior Statesman Herbert Hoover, who was responsible for Father Keller's study being undertaken, writes in the booklet this foreword which we quote in full:

Last November a study of the income levels of the American people was issued by a Congressional Committee.

The headlines in responsible newspapers carried the flat statement from the report that 8,000,000 families and individuals (one-quarter of all families in the United States) had incomes of less than \$1,000 per annum.

The statements implied that 25 per cent of our families were suffering great hardships.

Certain organizations promptly took up the cry, demanding drastic collectivist actions.

Knowing that such headline inferences could not be true, I sent for and examined the full report of the Committee.

I found at once that these demagogic interpretations of a basically well-formulated report, in headlines and by organizations, were wholly untrue from its own text.

I then asked Father Edward A. Keller, Director of the Bureau of Economic Research, University of Notre Dame, if he would undertake to analyze the report.

He has done so, and I attach his analysis.

He has pointed out that the report's 8,000,000 with incomes below \$1,000, include 4,000,000 single persons; that the income of the report is cash income; that the report pointed out that rural families received, in addition to monetary income, the products of their farms; that nearly half of the low-income families owned their own homes and therefore paid no rent; that 66% of the low-income "old" families also owned their own homes and therefore paid no rent, and that the old people drew on their savings; and that low-income families were concentrated in certain areas and groups; and that, in consequence of these exceptions, the inference of suffering extensive hardship was not warranted; that the problem of low-income families is concentrated in those families permanently in the low-income category.

His final estimation is that the report itself does not indicate hardship in more than a minor proportion of these families.

I have no desire to minimize the need of this minority for better living standards.

It is a problem which concerns us all. It is partly a problem of the onerous

hidden taxes that fall particularly upon this group and to the destruction of initiative as a result of governmental policies.

Father Keller's analysis should have wide distribution in the correction of misleading untruths which have been based upon it and in the prevention of irresponsible action which may arise from it.

—HERBERT HOOVER

It is our opinion that no supervisory program for economic education and understanding can afford to pass over the facts presented in this penetrating study.

### **Many Hoover Report "Do's" Still Undone**

According to Chairman Johnson (Temple University president) of The Citizens Committee for the Hoover Report, 40 per cent of the recommendations are on the law books, saving taxpayers \$1.5 billions annually. (A cheer for Mr. Hoover and his group.)

However, among key measures still awaiting action (perhaps a little prodding from the citizenry) are these more important ones:

**The Post Office bills.**—These measures look to reorganization of the Post Office, with a reduction of \$262 millions in the annual deficit; its removal from political control in the appointment of the Postmaster General and of postmasters, and a remaking of its financial structure under which the Department can handle its own accounts.

What may become an immediate and vital

(Turn to page 26)



"Better Strip For Action, Sam!"



# Human Relations

Edited By



and the art of  
**MANAGING**

**Dr. William Levy**

*"If your foot slips you may recover your balance, but if your tongue slips you cannot recall your words."*

## Business Principles . . . How You Can Get Them Over To Your Workers

AS you read this article, let me assure you I have no intention of going into a deep analysis or long-winded discussion on economics. There are a number of very competent people in this country who can do the job much better than I. I've tried very hard though, during the past five years or so, to know intimately the American Foreman and want to put down in writing some of the things we have discussed at Seminars, Institutes, Code of Ethics sessions and informal talks.

### The Professional Foreman Will Strive To Understand

If you will note the fifth principle of the NAF Code of Ethics, which I firmly believe is one of the most important, it reads as follows: *The Foreman should strive to understand the principles of business which make for the success or failure of industry.* He should pass on to his men the fundamentals of business principles so they can see for themselves, their own relation to the general scheme.

Every group of foremen with whom I have discussed this principle have agreed unanimously that it is fair, sound and practical. The only question that comes up is "What business principles should we strive to understand and how do we pass them on to our men?" Most of the balance of this article will be devoted to trying to answer these questions.

### Examples Of Simple Principles

I am a firm believer in simple presentations and simple word pictures when you are trying to get an idea across. See how these appeal to you. They are not original with me. I heard De Loss Walker expand on them extremely well and I pass them on to you.

The value of products, services and labor are determined basically by a few simple words: time, place, supply and demand. Let me illustrate.

If I were to ask you how much a hundred pound cake of ice was worth

in your community you would probably say about 75c. You are sure of that because you might have bought some recently. Then I might ask you how much this cake of ice would be worth at the North Pole. Little or nothing because you could get it for just a little physical effort. Let's shift the picture though and go to Hades. How much is the hundred pound cake of ice worth? To be conservative, infinity. What caused these wide ranges in value? Simply stated: time, place, supply and demand.

I could give you other examples but I just want to mention the old Boyce Motometer or temperature gauge which used to be on the radiators of every car, and the Model T Ford which Henry said was the greatest car in the world and we could buy it in any color we wanted, as long as it was black. What happened to them? It is simple. Someone came out with another product and they became historical relics because of time, place, supply and demand. Your wife, you and 160,000,000 Americans determined the value of any article or service.

Let's look at "maintenance" and "depreciation." Here are principles that sometimes seems so hard to explain to a worker; and yet, here is a very simple illustration that I believe answers them.

Everyone wears shoes for work. Let's assume you have a new pair when you start on a job. As you work, you want to keep the shoes in good condition and so over the next two years you spend \$1 for polish and laces. Then the heels start to wear. You take the shoes to the shoemaker and he charges you \$1.50 to put them in shape again. The soles wear and he charges you \$2. Finally the shoes need a full sole and heels and he charges you \$3.50. By this time two years are up. You figure the total cost, so far as your shoes are concerned, has been \$1 plus \$1.50 plus \$2 plus \$3.50 or \$8.

But when you take them again in to the shoemaker he says: "I'm sorry but they are too far gone. You'll have to get a new pair." Then it strikes you there has been another cost during those two years—the amount you paid for the shoes in the beginning—\$12, let us say.

If you were going to die at the time your shoes wore out, the total cost over the two year period would then be \$12 plus \$8, or \$20. But, you expect to

keep on working, so, you must have \$12 on hand at the time you buy a new pair. To get it you either borrow it, take it out of your cash, or perhaps your wife was far-sighted enough to put aside 50c a month for 24 months of those first two years so that you will be able to get a new pair to use during the next two years.

Now, what's the difference between the \$8 you spent to keep your shoes in shape and "maintenance" of a piece of equipment in your shop? What's the difference between the 50c a month your wife set aside to replace your shoes and the depreciation on a lathe?

This simple illustration does not attempt to trace all the technical explanations of depreciation in formal accounting practice. It is merely designed to show how depreciation is an element of cost.

### Why Should We Be Concerned?

On many of my trips in the field I have had this question raised by shop foremen: "Anyone who has worked in a shop knows the tremendous pressure that comes from meeting production schedules, breaking in workers, keeping down costs and scrap, and a score of other things with which I am faced as a typical American Foreman; why should I be concerned with the problem of understanding the principles of business and passing them on to my workers?"

This is the only answer I can give to the man raising the question. I am looking at a picture and article taken out of our daily newspaper the latter part of September of 1950. It shows a group of approximately 75 men and women and carries as a caption "United Steel Workers Go To College." It points out that 14 universities and colleges cooperate with the United Steel workers to promote better relations between management and labor. The group shown is a graduating class at Penn State and each summer more than 8,000 steel workers go to college.

I just used this example because the same thing transpires with other unions and a number of universities around the country. Workers from your plant, and more specifically shop stewards, attend universities in order to be better qualified to carry out their jobs; and here is one of the features. In practically all of the curricula I have examined one of the major features is economics. I don't think you have to be too smart to figure out that unless you know business principles, at least as well as your shop steward, it is only natural to assume that your worker will be going to him for help, guidance and clarification, instead of to you.

We talk so much about worker loyalty and cooperation; how can we possibly achieve it unless we are in a position to help him and provide answers for him? I don't think it is a matter of choice. It is almost a "must" that one of our most important func-



tions will be that of having a clear cut picture of our company and its methods of business operation, so that we can intelligently transmit it to our workers.

### Management-Labor Harmony Depends On Human Relations

Perhaps you wonder why in a column that has consistently been devoted to human relations and the art of managing we have brought up the matter of business principles. Frankly, I cannot for the life of me see how you can transmit business principles to a worker unless your human relations with that individual have been such that he has confidence in what you say.

I am not going to knock any of the written material that has been developed for distribution to workers through newspapers, plant organs, etc. But I do believe that before a reasonable job can be done it must be translated to the man-to-man contact of the foreman and the worker.

This ties back immediately to their relationship. Let me illustrate by an incident that took place some months back at one of the programs I was conducting. A foreman said: "Bill, I am very anxious to present the workers in my crew with facts and a true picture of what goes on in our plant and American Industry. If I start out to talk to them tomorrow, what do you think will happen?"

I, in turn, asked him a question: "Have you ever talked with your workers before on their personal problems or have they had an opportunity to see that you are genuinely interested in them as human beings?" He admitted that he had done very little in this direction. My answer was: "The results of your proposed talk tomorrow or the next day would probably be negligible or worthless, because you can't act in one manner on one day and then suddenly the next day proceed to give the facts of life to your workers."

"You might have heard that a smile was a very effective technique for improving your relations with your workers and so the next morning you proceed to walk through the shop with a big grin on your face. You have never done this before. You know what happens; the old grape vine starts working—buzz, buzz, buzz, buzz; 'The old man's drunk'."

I want to clinch with you the point that you can't divorce good human relations from any other activity in which you engage which depends on your personal contact with the worker.

### What Can You Do?

I would hate to conclude this article without at least offering a couple of suggestions of what you as an individual foreman might do in this matter of transmitting business principles to your workers. Here they are:

Number one—Make sure that your human relations with your workers are satisfactory. This means that you must establish confidence and understanding by a personal interest in the man as an individual. Unless you have this it will be difficult to take any of the other suggested steps.

Second—ask your Club or your management to provide you with simple facts on your Company, its financial statement, some of the principles underlying it. I am confident that there isn't a company in America that would not honor such a request from its foremen. There are at least a half dozen good programs designed to give you such information. In fact, if you were to read consistently the articles in *MANAGE* Magazine by Clark and Rimanoczy, you would have a pretty good picture. These are one page affairs and are very much to the point.

Third—It doesn't do too much good to have something in our minds unless we can communicate it or pass it on to the persons for whom it is intended. I find that there is a very definite weakness in foremen in being able to communicate information orally. I would suggest that you have your Club sponsor such programs as "effective speech," or any similar activity which gives you a chance to organize your thinking and give a presentation, whether it is to one person or a hundred.

I am not so much concerned with developing polished public speakers in our clubs, but rather, interested in having you get the principles which apply well in informal as well as formal talks. Believe me, there is no great magic or mysterious glamour in this technique. Anyone blessed with average intelligence and the necessary vocal chords can do a good job if he will learn a few principles and then practice them.

## Calendar

Oct. 10	2nd Annual Wisconsin NAF Conference	Milwaukee
Oct. 16	NAF Seminar	Cleveland
Oct. 16-20	38th Nat'l Safety Congress and Exposition	Chicago
Nov. 6	NAF Seminar	Dayton
Nov. 10-18	Central Illinois NAF Regional Conference	Peoria
1951		
Jan. 23	NAF Indoctrination Seminar for New Directors	Dayton
Jan. 25	NAF Board Meeting	Dayton
Mar. 3-4	NAF Bowling Classic, Hagerty Bowling Center	Toledo
Mar. 10	6th Annual Northwest Management Conference	Portland
Mar. 15	Amer. Society of Training Directors Convention	Philadelphia
Apr. 30	4th Nat'l Materials Handling Exposition, International Amphitheatre	Chicago
May 4	NAF Board Meeting	Fort Worth
May 24-25, 26	NAF CONVENTION	CHICAGO
Sept. 28		
27, 28, 29		

## Essays On Management

HERE is the seventh of ten essays submitted to us by John MacIntosh, now industrial consultant with Edwin S. Carman (Engineers), Cleveland, Ohio.

### THE YES MAN

By J. N. MacIntosh

THE "yes" man is a marionette with his superior pulling the strings. He can't think for himself. He can't act for himself. He is a business "jelly-fish."

The man who is afraid to say "no" is afraid of himself. He lacks initiative and courage. He is a weak link in the management chain. Usually he is not qualified for his job. He uses his superior as a crutch.

If a man's job depends on his ability to say "yes," he ought to quit. The most pathetic sight in business is a man tied to his superior's coat-tails.

Modern industry needs men with spunk—men who can say what they think—men who can make decisions with their own brains. Industry needs leaders—not followers. The future looks the brightest for the man who shines the most.

A man who has confidence in himself, and has the stuff that leaders are made of, will know when to say "yes" and when to say "no."

## Films Catalog

ASSOCIATION FILMS' 1950-51 catalog of free rental and sale films—many of special interest to plant and factory employees—has just been issued. The 56-page, fully-illustrated publication—"Selected Motion Pictures"—lists almost 1400 16 mm. sound pictures, many in color.

Foremen, supervisors, department heads, safety directors, general managers, personnel directors and industrial relations managers will find the catalog helpful in arranging employee movie programs. For convenience, films are listed in such categories as: Employee Supervision, Vocational Guidance, Sports and Recreation, Transportation and Communication, Cartoons, Features, Home Economics.

More than 100 of the films may be borrowed by industries at no cost, except for transportation. These industrially-sponsored subjects are entertaining as well as educational and have been used by plants throughout the country.

The catalog may be had free by writing Association Films, 35 W. 45th St., New York 19, N. Y.

## What's Your Worker Rating?

THIS item was picked up in one of the union papers and is passed on

(Turn to page 27)

# Training Today's Supervisors



**Edited By  
Louis Lerda**

This month, Robert G. Nulton of the Management Training Division of The Pennsylvania State College reports on a factor in communication which could tremendously increase its effectiveness. He terms it "the spirit of communications." It was developed in a series of conferences held in conjunction with the Robertshaw-Fulton Controls Company's Thermostat Division of Youngwood, Pa.

## The Spirit Of Communications

**T**HERE is more to this business of communications in industry today," a top-management representative said, "than the usual organization chart and the mechanical means of communicating." And this immediately rang the bell of approval with all of us on the planning committee. The Robertshaw Thermostat Division of the Robertshaw-Fulton Controls Company, Youngwood, Pennsylvania, and the Management Training Division of The Pennsylvania State College were reviewing a survey of training needs made by the College, and consistent with the findings, were setting up a series of conferences for two management groups to be conducted by the College.

Communications ranked number one on the list of findings, but management did not want to limit the program to conferences dealing with such phases of this general area of management operation as word meanings, letter writing, public speaking, telephone conversation, bulletin boards, public address systems. Not that these were not considered important, but just that management was already well organized with a system of communications.

"Systematizing our communications is easy enough," commented one committee member. "But the same does not hold for making the system work. It takes a heap of leadership to do this job for us."

This made sense to all of us. We felt that we were getting closer to the beam, but knew that we would have to come up with something more specific to get right smack on it.

Someone else added: "Our biggest job, when you get right down to it, is actually listening to and understanding what the other fellow is trying to get across to us, and in turn—emphatically so—getting him to under-

stand and accept our communications to him."

Well, this grooved it for us, but the big question still remained. What must we do to help our total personnel to understand, accept, and act on the management-employee information essential to efficient operations and sound human relations? In other words, what can we do to make us want to get understanding across to others and help them get understanding across to us?

After discussing this question, we agreed that our conference job would have to be somewhat exploratory. Our group discussions could trouble-shoot the area for us—find out what it takes to communicate clearly, what causes breaks in our connections—and then search out workable ways of clearing up our lines of communications and keeping them clear.

## Foreman Points Up "Attitude"

**W**E opened our conference series by posting the groups on the planning committee's developments, the general problem, and the objectives. And with this out of the way, we went to work on our assignment.

By the time we had chalked up our second session, one of the foremen had said: "You know, it's plain enough that our greatest need in this communications deal is wired up with 'attitude' more than it is with anything else. And this discussion of ours convinces me that it is one of our most important yet least understood duties. It takes all the give and take we have right here in this group to understand each other." The sparks were beginning to fly, and we were glad to learn that we had hold of a live wire.

This foreman was commenting on our discussion of something we had labeled trespassing, a practice which frequently short-circuits our communications. A few of us could see no great harm in having a supervisor of one department deal directly with an employee in another in order, let us say, to enforce a safety rule or to correct a faulty method of job performance.

"Trespassing cannot be excused on any grounds," one of the supervisors said, and with emphasis. Others were not so sure of this, but waited for him to complete his thought. "The way to handle all such cases," he continued,

with as much emphasis, "is to notify the employee's supervisor."

"What if he isn't around at the time?" one of the others wanted to know.

"Well, wait until he is," the emphatic supervisor answered.

And so on. We always found it interesting and informative to go all out in effecting a meeting of minds on the principles basic to our discussions. To gain realism, we many times role-played shop situations. Other times we had to switch position from foreman to employee, for example, or from one department to another to get a different view of the problem. Dealing with real and realistic situations and looking at them from all angles made it easier for us to spot the human element in any given communication, and to see that there can be a great deal of difference, for instance, between the giving and receiving of an order.

In the case at hand, we finally agreed—even the emphatic supervisor—that trespassing is all right if the reason is serious enough—for example, crossing departmental lines in order to stop someone from smoking in a storage area for inflammable materials. But as a general practice we could not recommend it.

## Spotting The Breaks

**T**HE further we worked ourselves into our assignment, the more we realized that we were repeatedly "tuning in on the human relations band," and that anyone of us might easily be the cause for breaks in our lines of communications. The following is a list of some of the breaks we spotted and discussed:



Robert G. Nulton, Management Training Division, The Pennsylvania State College, who led the "Industrial Communications Conference" groups at Robertshaw-Fulton Controls Company (Thermostat Division), Youngwood, Pa.

1) *Assumption*.—When it is our personal responsibility to see to it that any given communication be originated, transmitted, relayed, or acted upon, we must do so. If we do not and things go wrong—a very likely development—we are in no position to explain the consequences by saying, for instance, we thought Sam would tell Alec about the revision—or that we assumed that Alec would just naturally understand all of the new wrinkles in the revised procedure.

2) *Exclusion*.—We considered this an oversight which can best be avoided by checking the organization chart before communicating. The object is to include all personnel concerned, directly or indirectly, in any given communication.

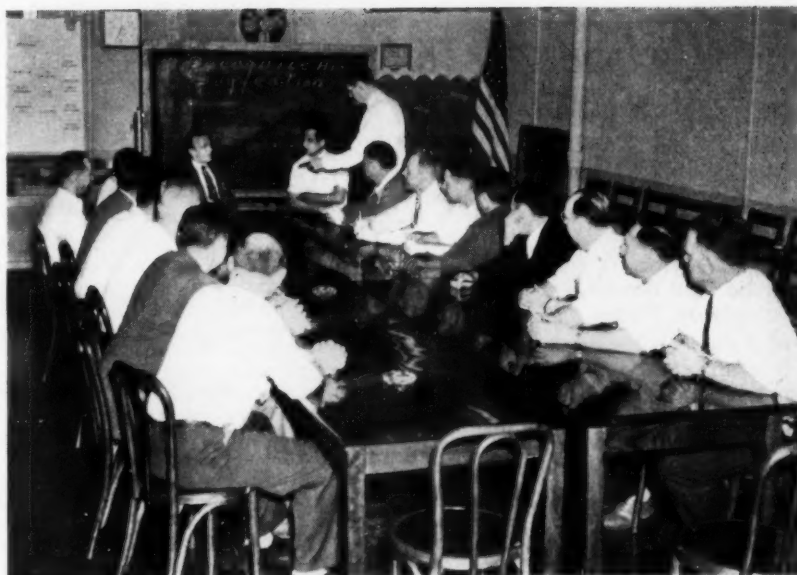
3) *By-passing*.—It may be true that an assistant foreman, for example, may occasionally deal directly with the general foreman instead of his foreman on some minor situation (constantly strict adherence to the lines of organization was not considered desirable). But if the practice should become common or deal with major issues, we decided that the general foreman should find the reasons for the by-pass and take steps to do away with them.

4) *Trespassing*.—We do not like it if someone steps on our toes. The same goes for the other fellow if we step on his. But there is certainly nothing wrong in having him put out a fire in our department—or to keep one from starting—without first notifying us. He can tell us all about it later. And what goes for us also goes for him. Trespassing is one thing, common sense another.

5) *Buck-passing*.—"Listen, fellows, the management wants us to wear our goggles at all times in this department. You may not see eye to eye with this rule, but that's what they want, and I can't do anything about it." Nothing doing. We just would not buy this kind of communication. If, as management men, we comprehend and accept the philosophy of communications, we must also understand and appreciate the necessity of personally representing all such information to our employees, and in turn, their interests and needs to other levels of management.

6) *Resistance*.—We need not blow a fuse because we encounter resistance to change in others. This is a natural tendency in all of us. It varies only in degree. And the best way to keep it at a low level in others is to be considerate of the human element in all of our communications.

This, however, has another angle. This tendency is not limited to others. Those of us in management have as much of it as anybody else—probably more. But we must handle it with business-like control because arbitrary resistance to change can cause excessive interference and static in our communications. Such control does not at



An instance of "role playing" in the conference—here a shop situation. The three men at the head of the table are Robertshaw supervisors.

all mean that we should not question change. We know that a constructive questioning attitude is essential to progress. But we also know that uncontrolled resistance is heavily loaded with personal feelings which definitely tend to distort the facts involved in change. In its relation to itself, management must be objective in its thinking—must give priority to facts over its own feelings.

7) *Hodgepodge*.—Our interest here was centered in examining and understanding the personal failures which cause such breaks as the following in our lines of communications—duplication, contradiction, double meanings, too little information, too much information at one time, and vital information squeezed into a mass of detail.

These were our major developments,

the results of our weekly sessions in which we viewed them. With a sharply critical eye, we discussed them analytically, role-played them realistically, and labored to crystallize some principles of solutions for the basic problems involved in them.

Now that we are through with our conference series, we are in accord with the top-management representative who had said that there is more to communications than charts and means of communicating. And we believe that this "more" is basically a personal proposition of *wanting* to understand and to be understood in our human relations. That there is something that might well be thought of as the "spirit of communications." And that this spirit is essential to leadership.



"I'm beginning to like girls."

A small boy captured a man's wig that had blown off and returned it to the owner.

"Thanks, my lad," said the owner. "You are the first genuine hair restorer I've seen."

Old Paw, 80, was in his rocking chair on the front porch, rocking due east and west. Beside him was Sonny Boy, an innocent of 60, rocking north and south. Presently Paw said, "Son, why wear yourself out that-away? Rock with the grain and save yore strength."

Stalin's plan is war-by-proxy—that is, stooges; and remember, he's doing all right using stooges.—Radio's Henry J. Taylor.



# Labor Relations

Edited By

Charles A. McKeand



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All is still confusion in spite of the President's many press conferences, and his personal appearance over television and over the radio. A few things are becoming quite apparent, however.

1) There will be allocations of certain metals. Conferences have been held and plans have been established.

2) There will be control of consumer buying, particularly in the durable goods fields, where sales are largely on the installment basis.

3) That the President will be forced by the very nature of circumstances to impose wage and price controls, perhaps sooner than he himself is willing to admit. We are in the upward turn of an inflation cycle.

This upward trend will continue regardless of what is said about controls. Price increases are certain as wage increases become general, upping both labor and material costs. It is unrealistic to think that wages can be rolled back to lower levels by the government, and it naturally follows that controls, when applied will be at a level as of the time of application and not at those levels prevailing before the Korean invasion of June 25.

Administration leaders say controls will not be applied until in the spring, but the unions themselves by insistence on wage increases will have forced the price control which they have been consistently drumming for.

The compromise reached in the legislation which was passed and signed by the President, gives him power to control prices selectively, and when he controls a commodity price, he will also control wages in the industry producing it. Such a system of control is unworkable. Its application will soon bring about a general control.

Steel, electrical, rubber, glass, textiles and other highly unionized industries face these very hard facts: Where labor tranquility was expected, they now have wild cat strikes and labor unrest; important contracts are now brushed aside. What was expected to be a stable wage situation turns into a wild scramble to get to a higher level first.

All of this is brought about by the Korean invasion which caused a jump in living costs, urgent need for increased production, a pending serious labor shortage, and the prospects of price and wage control.

The wage spiral has started, the auto industry being the first to react. Chrysler gave a 10c an hour raise and Ford having just previously rejected union demands for a contract, reopening four months ahead of schedule, experienced wild cat strikes and then an entirely new agreement emerged, giving increased wages averaging 9c including an 8c raise across the board, and 5c additional for skilled workers. It also included 4c an hour annual raise for five years and an escalator clause based on the Bureau of Labor Statistics living cost index.

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In connection with the wage increases, it is the Government's policy to try and step up production. The administration planners hope to get a no strike pledge from labor for the duration, and although Green (A. F. of L.), Murray (CIO) talk of a no strike pledge, they hedge with conditions that are impossible. "Beetle Browed" Lewis says in a letter to Green, "The mine workers will do their own 'no striking'."

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Dravo Supervisors' officers for 1950-51 (from left—seated): H. C. Story (V.P.); J. L. Goulding (P.); W. J. Thurston (S.); J. W. Long (T.); (standing): D. A. Booth, W. C. Keating, A. McGinnis, R. A. Lanning, G. W. Alexander, all board members of the management organization

## Management News

### Dravo supervisors review programs

Pittsburgh—During the present term the Dravo program committee has furnished educational and entertainment programs starting with the Annual Smoker April 15; Dr. Wm. Levy was our guest speaker April 25; May followed with H. S. Metcalfe, West Penn Power Co. Public Relations Director presenting his address "The Tide Is Turning" related to our fight against socialism and communism. July 21, Club members and their ladies attended the night ball game at Pittsburgh. The stag picnic was held August 12. September 12 has been set as Management Night. — W. C. Keating.

### New TWA supervisors in training program

Kansas City — Six company employees, recently promoted to their first supervisory positions, met here recently for a five-day period of informal instruction and group discussions on personnel practices and management-worker relations.

The group was the second to participate in a new program for training newly-appointed supervisors under direction of C. T. Cardwell, manager of training.

The conferences are planned to assist new supervisors in recognizing their management responsibilities and provide them with tools and techniques necessary to direct the work activities of people in their groups.

Attending were Margaret Jones and

Virginia Guard, assistant superintendents of hostesses at Chicago and Newark, respectively; Joseph Durnin, supervisor of the city ticket office, New York; John McIntyre, district supervisor of passenger sales, New York; J. W. Rush, supervisor of stores, Kansas City overhaul base; and Keith Trotter, chief transportation agent, Kansas City.

In addition to participating in discussions on the various functions of supervisors, the new management people also are given an opportunity to become familiar with employment, wages and salaries, company policies, payroll procedures and labor relations. During each conference the supervisors also meet with some member of top management for the overall management viewpoint on TWA's problems and policies.

A similar conference will be scheduled whenever sufficient employees are promoted to their first supervisory positions to make a group.

### W. Penn. Clubs submit new constitution

Pittsburgh—The Constitution of the W. Pennsylvania Affiliated Clubs, recently drafted by a committee with Past NAF Director Sam Steiner as chairman, will be submitted for acceptance to the member Clubs.

Fresh from the revitalizing experience of attending the NAF convention, many club leaders have inaugurated active Fall schedules.

Best wishes are being received by James McGettigan, NAF director, National Tube Works, McKeesport, upon

his recent election as Zone "D" Vice President.

The 2nd Annual Industrial Management Conference is being arranged by General Chairman W. G. White for January 26 at Hotel William Penn. A capacity attendance of 850 is the goal. Speakers and details will be announced later.

Colin R. Winston, nationally known speaker of the NAM staff, has been obtained for the week of November 13 and will appear at the Robertshaw Association November 13; Dravo, November 14; Lewis Association, November 15; Elliott, November 16; Richmond Enamel, November 17, and Blaw-Knox Division, November 18. These Clubs are planning to extend invitations to hear Mr. Winston speak on "The Importance of Employee Communications to the Foremen."

A large contingent of NAF men attended the first fall session of the Western Pennsylvania Safety Council meeting for Industrial Safety in Pittsburgh. E. J. (Jack) Post was the principal speaker. The Greensburg Management Club has received recognition for its youth program, in the newly created News Letter, an instrument of the Area Manager and Dayton office.

The newest local Club, Spang of Ambridge, has planned a joint meeting with Spang of Etna, culminating in a plant tour of the Etna Works.

To our retiring Zone "D" Vice President T. A. McCann we extend hearty thanks for his untiring efforts and years of faithful service in behalf of the NAF. Our respectful salute to a fine leader.—J. C. Smith

### Spindale foremen elect

Spindale, N. C.—The Spindale Mills Foremen's Club at its August meeting elected officers for the year 1950-1951 and are as follows: Ben H. Sumner (P.); Clyde Horne (V.P.); Roland Hornbostel (S.); Furman Finnely (T.). —R. Atchley.

### Quality Control Convention set for May 23-24

Cleveland — The American Society for Quality Control will hold its fifth, and largest, annual convention in Cleveland May 23-24, 1951. This relatively new organization was founded in 1946. Its membership of 4000 is composed of persons from a wide range of industries in the U. S. and Canada.

The phenomenal growth of the Society is an index of the practicability of quality control by statistical methods. Express purpose is to promote interest in the advancement and diffusion of knowledge of the science of quality control and of its application to industrial processes. The annual conventions provide one of the more effective means

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for achieving this purpose.

The Convention Committee, under the general chairmanship of Wade R. Weaver, Republic Steel Corporation, Cleveland, already has formulated plans for this event. Convention headquarters will be located at the Hotel Cleveland. The clinics and training sessions will be held at the Cleveland Public Auditorium.

Some exhibit space will be devoted to displays by manufacturers of gauges and testing equipment used in quality control work. Other exhibits will illustrate examples of applications by manufacturers utilizing quality control techniques in the processing and inspection of their products.

## Fred Maytag host to company management

Newton, Iowa — Fred Maytag, president of The Maytag Company, was host again this fall to the Maytag Management Club when more than 300 of the club's members "took over" the grounds and swimming pool for an evening out at Mr. Maytag's home.

Chicken dinner with all the trimmings was served the guests after many of the Maytagers frolicked in the oval shaped pool. Singing and lawn games made up the informal program. The evening's party was capped off with a professional show staged on the edge of the pool.

Club secretary Bill Wilson reports there are now 327 active members in the Maytag club or about 90 per cent of those eligible for membership. — C. W. Jensen.

## Bathurst given leave

Dayton—At his request, Executive Vice President James E. Bathurst was granted a six-months leave of absence, effective November 1. Dr. William Levy, manager of education, was named acting executive vice president during his absence.

This will give Dr. Bathurst a much needed opportunity to recuperate from the heavy strain occasioned by months and months of around-the-clock field work when he has so often been a more familiar figure to airline personnel than to his own headquarters staff. While the intensity of his activities has effected important savings to the Association, it has undoubtedly added up to a costly result from a personal standpoint.

Meantime, it is a nice recognition of the capabilities of his own staff, that the Association felt it could select Dr. Levy to "pitch" during his absence.

## New management club

Dayton—Most recent group to form a management club affiliated with The National Association of Foremen is the

New York Air Brake Company of Watertown, N. Y.

Officers selected to guide it are W. A. Baldwin, president; W. J. Sweetman, vice president; C. H. Madden, secretary; C. B. Whitney, treasurer.

## GM buys former Stinson plant

Detroit — Purchase of the former Stinson Aircraft Company plant and airport here is announced by General Motors.

The plant, owned by Air Fleets, Inc., since the war, will be operated by the Detroit Diesel Engine Division of General Motors for the manufacture of auxiliary generators to be used in the tanks that will be built by the newly-organized tank plant of the Cadillac Motor Division of General Motors.

W. T. Crowe, general manager of Detroit Diesel, said that it would take some time to recondition the plant and tool it for the production of the generator sets. He estimated that original employment would be approximately 400 to 500 with present plans calling for production to start in February.

## St. Louis puts on management unity seminar

St. Louis — The 29th Management Unity Seminar was conducted in St. Louis, August 21-25. During the five day seminar, members investigated thoroughly subjects of wide importance in industrial foremanship. Leading off the first session was J. E. Bathurst, NAF executive vice president, with a discussion of the historical evolution of today's professional foreman. Other speakers were H. J. Post, consulting engineer, who outlined human relations problems; William Levy, NAF director of education, who discussed the human element in good foremanship. Fred Smith, vice president industrial relations, The William Powell Company,

pointed out how employee relations are human relations.

Tuesday sessions were highlighted by a discussion of the NAF Code of Ethics led by Mr. Levy. B. D. Danchik led a conference on the Art of Communications. As one of the foreman's most important tools is effective verbal expression this was particularly well received. In concluding the session Mr. Levy outlined NAF services.

The mid-way session (Wednesday) featured a panel discussion with William Hurst, area director from American Thermometer Division, Robertshaw-Fulton Controls Company and J. V. Kappler, NAF area manager acting as moderators. During the rest of the day Mr. Hurst and Mr. Kappler described club programing, officer training and board functions. Following Wednesday's meetings the participating members were the guests of the American Thermometer Division at a barbecue held at the firm's 7-acre club, Fair-Inn-Heights.

Thursday sessions were conducted by Mr. Levy, Mr. Kappler, G. A. Rohlfing, Aluminum Ore Company and N. B. Willmering, Olin Industries. The panel discussions centered around the three questions of solving club, association, and human relations problems. During the afternoon periods case studies were given to illustrate points made in earlier sessions. Friday J. R. Hundley, Jr., Granite City Steel Company, Mr. Kappler and Mr. Levy discussed individual problems of seminar participants.

The 29th Seminar, the first ever held in St. Louis, was well attended by management personnel from companies and clubs in the St. Louis area. Held at Hadley Technical Training School, it was acclaimed a complete success and an "inspiring experience" by those who were fortunate enough to take it in.

A father was scolding his six-year-old for having told an extra big fib. "I never told lies when I was your age," he said sadly.

The boy, after a moment, asked brightly: "How old were you when you started, pop?"



NAF Seminar participants and guests are shown grouped around the table at the 29th meeting of the Management Unity Program, the first ever to be held in St. Louis. The five day program concerned itself with management and human relations problems.

## Grand Sheet Metal begins fall program

Chicago—First meeting after the summer vacation of Grand Sheet Metal supervisors was held at the Midwest Athletic Club, September 8, at which time we were informed that our club was one of 26 that was given the rating of "A Standard of Excellence Club."

Our President Vincent Owles and our Vice President Paul Mohoric represented our club at the National Convention in Buffalo.

Our guest speaker was R. D. Hayes, president of the Sales Analysis Institute. Subject was "Supervisory Training." Mr. Hayes outlined a few important details that he thought were needed by the supervisors to make them worthy of the job they hold, such as: (1) Understanding people; (2) Knowing how to correct people; (3) Knowing how to handle complaints; (4) Knowing how to handle difficult people; (5) Having ability to train and guide people.

A short discussion followed Mr. Hayes' talk which was enjoyed by all members.—A. Holtz.

## Cleveland foremen book Congressman Judd

Cleveland—Congressman Walter H. Judd (R-Minn.) was scheduled speaker on "The Far Eastern Situation" at the opening fall meeting of the Foremen's Club of Greater Cleveland September 15 in Tomlinson Hall, Case Institute of Technology.

A member of the House Foreign Affairs Committee, Judd served many years in China as a medical missionary prior to World War II.

In 1938 he returned to this country and stumped the nation to warn about Japanese militarism. A resident of Minneapolis, he became a member of Congress in 1943.

A dinner at 6:30 P. M. will precede the congressman's talk.—L. D. Ogle.

## Professor addresses Aluminum Ore

East St. Louis, Ill. — The Aluminum Ore Foremen's Club resumed regular meetings after a summer recess on September 11.

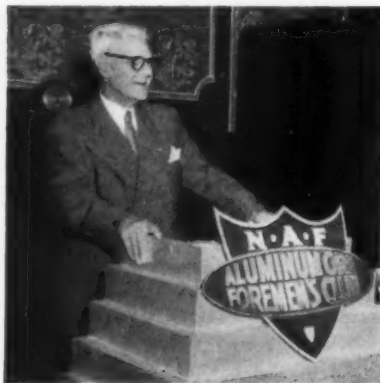
Speaker of the evening, introduced by A. W. Westfall, Club's program chairman, was Dr. Frank Eversull. He was formerly principal of the East St. Louis High School, president of North Dakota State College and is at present Professor of Education at Washington University in St. Louis, Missouri in addition to being minister of the First Presbyterian Church in Belleville, Ill.

He is a world wide traveler who has

only recently returned after a year in Korea. He spoke on "Current Trends Around The World". A lively question and answer period followed.

O. Z. Fansler, chairman, and his refreshment committee provided a buffet lunch.

Club President Thos. A. Bledsoe, and past president and now national direc-



Dr. Frank Eversull, professor of education, Washington University in St. Louis and pastor of First Presbyterian Church in Belleville, Ill., as he talked on "Current Trends Around The World" before Aluminum Ore foremen at East St. Louis.

tor, W. R. Bean, attended the 27th Annual NAF Convention at Buffalo.

It was announced that at the October meeting a panel discussion will be held. Moderator will be William Lory. Allen B. Williams, C. V. Jondro, Chas. C. Winning, and Jack Laudenberg are slated to handle the discussions.—R. J. Scharbert.

## Grayson reports August meeting

Lynwood, Cal.—Vice President Fred Beck presided at the dinner meeting of the Grayson Administrative Conference on August 15.

Two new members were introduced —Bob Sandes and George Anderson, both new supervisors.

Stuart Manly, shop superintendent, discussed the Freedom Forum and the Freedom Foundation.

Tom Jeffers reported on the results of the Zone "A" scholarship and Hank Ryman, secretary, introduced our guest, Richard Rymer.

Cliff Anliker presented Ben Little, district manager of the Pacific Telephone and Telegraph Company who in turn introduced the speaker, Daniel D. Strebel, staff assistant, same company.

Mr. Strebel presented a lecture on the use of micro waves in telephone, radio and television. The floor was opened to questions at the end of the talk. The meeting adjourned on a pledge of allegiance to the flag.—J. McMillan.

## European experts check Doehler-Jarvis methods

New York—Certain phases of the operations of the Doehler-Jarvis Corporation at its Toledo, Ohio, and Grand Rapids, Michigan, plants have been made available for observation to a team of European experts in a secondary aluminum study being made in this nation under the sponsorship of the Economic Cooperation Administration, it was announced today by H. H. Doehler, Doehler-Jarvis chairman of the Board.

An inspection of these Doehler-Jarvis plants was completed in September by 17 experts representing Austria, Belgium, France, Germany, Greece, Ireland, the Netherlands and the United Kingdom.

Purpose of the undertaking, which includes visits to firms in the metal working industry in 15 American cities, is to study secondary aluminum operations in America so that Europe will be able to economize on its consumption of virgin aluminum by a more exhaustive use of secondary aluminum.

## New plant for GM's Allison Division

Indianapolis — Allison Division of General Motors announces it has leased a vacant plant building at 2060 Northwestern Avenue for the production of a new tank transmission. The building, formerly occupied by the Fairbanks-Morse Company and now owned by the Chrysler Corporation, contains approximately 215,000 square feet of floor space.

Reconditioning of the plant will begin immediately and machinery will be moved in as fast as possible. Production of parts for the transmission is expected to get underway before the end of 1950. Assembly and test of the transmissions, as well as additional machining, will take place in Allison Plant No. 3.

## Statistical quality control aids AF procurement

Chicago — Eight major Midwest manufacturing concerns have instituted Statistical Quality Control in the last six months, civilian planners with the Chicago AF Procurement Field Office report. Another four facilities are integrating "SQC" techniques into their present product inspection procedures.

Aimed at maintaining high standards of product quality at minimum cost, "stat" quality control has helped to provide the means for reducing production costs, eliminating rework, reducing the amount of inspection, and creating greater uniformity of product, according to L. V. Carter, Procurement Field Office specialist who

has been working with the eight companies.

Rockford Screw Products Company, Sundstrand Machine Tool Company, and National Lock Company, all of Rockford, Illinois; Victor Adding Machine and U. S. Rubber, Chicago; Bendix Aviation, South Bend; Minneapolis-Honeywell Regulator Company; and Solar Aircraft Company, Des Moines; are the eight companies at present developing the use of statistical quality control within their facilities, Carter said.

Carter has been working with these contractors and others in an effort to establish the "simplest, most uniform and economical 'SQC' methods practical which would benefit both the contractor and the Air Materiel Command," he pointed out.

Statistical quality control practices established at the eight firms have proved to be considerably better than the inspection procedures formerly used, by effecting quality improvement and reduction of inspection costs, Carter declared.

Manufacturers seeking Air Force prime and sub-contracts are making inquiries at the Chicago AF Procurement Field Office "Information For Bids" room in increasing numbers, Field Office officials also report.

The Chicago Procurement Field Office Information For Bids room is one of 2200 outlets, including Chambers of Commerce, trade association offices, and state employment service offices across the nation where information on government defense contracts may be obtained. The Procurement Field Office is located at 1660 E. Hyde Park Blvd., Chicago.

Here, a key item in the "IFB" room is a pair of lists announcing: the items and amounts sought by the Defense departments: a weekly list announcing all prime contracts let by the various Armed Service procurement agencies. The latter is primarily for sub-contractors, who can then approach prime contractors directly.

## Safety Is a Game

(From page 13)

accidents the team drops two degrees. The team having the highest number of degrees at the end of three months is declared the winner.

At the end of three months the winners are rewarded with a banquet and entertainment. All ties are played off the following week.

Mary, aged seven, was watching her mother smooth cold cream over her face, and asked: "What's that for, Mother?"

Mother answered: "Why this is to make me more beautiful."

After the cold cream had been removed with tissues, Mary sadly remarked:

"Didn't work, did it?"

In management it's "Grow . . . or Go!"

MANAGE October 1950

As Foremen . . .

# What Can We Do

... about communism

Meet John E. "Budd" Reiber, Blaw Knox Company foreman, who here sounds an alarm about Communist infiltration. "Budd" has been in the Shipping Department during his ten years service.

The past four years has been chief shipper, has directed efforts of a normal staff of seven in the complex task of rail movement of all materials via locomotive yard crane and the customary local railroad facilities.

Graduate of nearby Aspinwall High School, Budd, in recent years, graduated from the Traffic and Transportation School of Traffic in Pittsburgh, in his successful effort to improve himself in his work.—Editor.

• • •

**S**INCE the recent disclosures of the widespread activities and infiltration of Communism in the Pittsburgh district and within its industries, it is now evident that this fight against subversion has become every citizen's responsibility. It is time for all of us to get into the fight.

This brings up the question: "What can we, as foremen, do to combat Communism."

Let us take an honest and levelheaded look at the facts. It is a fact that communism has been making slow but steady headway in this country. It is a fact that continued progress and infiltration can be fatal to our way of life. It is also a fact that if our present system were without fault, communism would not be a threat. There, I believe, is the one thing above all that we should do something about before entering fray. The mightiest blow that we, as foremen, can deal to communism is to do everything in our power to make our democratic, capitalistic system work.

Communism has its chief appeal to the disgruntled and malcontent. The justification of these feelings is not the important thing. Right or wrong, they have them and no amount of reason or logic will make them change. Such people with evil leadership are dangerous. Reason no longer a factor, they are motivated by feelings of persecution, oppression and insecurity carefully nurtured and fanned into a fanatic flame by crafty leaders promising a distant hope of vengeful satisfaction and ultimate power over those they believe responsible for their plight. It is at these feelings that we as foremen can strike.

We have found the front. What is the plan of attack?

As in an army where the sergeant is more real to the men in the ranks than the general, so in industry, the foreman is more real to the workers than the president. There are more people with grudges against foremen than people with grudges against executives, for example—or millionaires. Why? Let's start with an honest appraisal of ourselves as foremen and as men. Are we crying out for and rallying to an ideal that we ourselves have not been living? Are we practicing a really democratic creed?

What has been our attitude towards others? How have we felt towards our superiors? How have we treated those under us? Have we remembered that the welders, chippers, fitters, operators and laborers are not just the means and the tools for fabricating steel, but that they are people? They are people who live and feel, who worry and love, who work and think, who plan and strive and whose rights we must ever be cognizant of. Let us always be aware of their rights to have opinions, to make decisions, to be important and most of all their rights to be individuals. Communism is not made up of individuals.

Ours can not be a sharp attack, a short skirmish and a quick victory. It must be a preventative rather than a punitive effort. It is a battle that must go on forever. With decent, honest, human leadership we must strive to create a following of healthy minded, even admiring individuals, who can feel that they have a future in our way of life.

Do this and the battle against infiltration can be won. Communism can not muster strength if it has no recruits.





Bernard Stokes, industrial engineer from Birmingham, England, was scheduled as guest speaker at Ranco Inc., foremen's dinner in September at Columbus, Ohio. A British major in War II with three and one-half years in the Middle East, he presently represents the Institution of Production Engineers studying American methods.

Too many do not understand that liberty is a system by which a man can work for himself and his family—not for a government.—Radio's Henry J. Taylor.

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and Norton, Miss.

## Fact and Opinion

(From page 15)

necessity is a **United Medical Administration** as proposed by the Hoover Commission. This measure would conserve the country's scarce supply of doctors, nurses and technicians and prevent the wasteful duplication of unnecessary federal hospitals. Yet it is being bitterly opposed by the Veterans Administration and certain private groups.

The bill concerning **Natural Resources** would call a halt to the fantastic rivalry between the **Army Corps of Engineers** and the **Bureau of Reclamation of the Department of the Interior**. Their ruinous competition for public funds has led to many wasteful and costly construction projects, ill-planned with respect to the nation's need or capacity to pay. The Commission proposes the consolidation of all Natural Resources activities in the Department of the Interior.

A real career in government would be possible if the **Commission's personnel proposals** were enacted. They would speed up the ancient recruiting practices of the Civil Services Commission, open the way for career employees, and give to the departments and agencies the right to recruit their own employees.

### The Businessman's View

FROM a recent discussion among certain trustees of the Committee for Economic Development, we should like to give you these thoughts taken from the presentation of one of them, Frank W. Abrams, chairman of the board of the Standard Oil Co. (New Jersey).

We feel that what Mr. Abrams says is of great importance. It argues in favor of the work of The National Association of Foremen in developing better understanding and unity—trust as he calls it—between the several levels of management. For that would appear to be a necessary forerunner to winning the trust of employees or the public for business management. We quote:

"Many of us, when we talk about a better public understanding of our economic system, really mean a better public attitude toward business. . . .

"To understand fully our economic system would require a good many years of graduate work as well as experience in the practical field. I, for one, would certainly not like to say that it is all as simple as ABC to me. I know some very distinguished economists and I must say they don't see eye-to-eye. . . .

"There are some elementary propositions that are important and that are generally accepted. For example, as a people, we can have more only by producing more. There must be a greater production to divide if we are going to have higher living standards. The total of production available for distribution is a result of how much capital we have, and of how effectively we use it—and it takes profits to build that capital. Finally it is well to recall that those who receive more than they produce, do so only at the expense of those who produce more than they receive. These facts we believe to be basic. The CED is feeling its way, and is developing effective methods to teach these basic principles. And frankly, except for some of these fundamental propositions, I think it would be a very difficult thing to explain economics to the public successfully.

"Even this simpler task, essential as it is, will not be successful if we businessmen are not trusted. Without trust, our economics will not be believed, no matter how right it may be. With trust, our economics may be believed even by people who do not fully understand it. It is simply not enough to

ring the old school bell and ask everyone in for a course of lectures on economics.

"I want to inquire here today how we might achieve a better understanding and trust between the public and business of the motivations and aspirations of each. If we can understand these better, I think everyone will understand our economic system better. And, it is worth observing, the more we in management know about people, the better managers we will be, and people will get a feeling and sense that we are sincerely concerned with their problems."

Combat is a matter of steel and coal and oil and great transportation. The underlying weapons for victory are smokestacks, highways and rails, engineers' drawing boards, management conference tables, mathematical formulae, factories and soil—and national spirit. You cannot stockpile these.—Radio's Henry J. Taylor.

## Safety Laboratory

(From page 10)

considered today the country's testing headquarters for certain types of safety equipment used not only in mines but throughout all industry. Approval of safety devices by the U. S. Bureau of Mines means that the equipment has undergone tests and meets rigid requirements.

To the Bureau's Pittsburgh experimental station shortly after it was opened in 1910, came two young mining engineers, both graduates of the Pennsylvania State College. One was John T. Ryan and the other, George H. Deike. From vivid personal experiences in the Mine Rescue Division of the Bureau, both men became acutely conscious of the inadequacy of the then available rescue and safety equipment. Most of it was being imported from Great Britain or Germany and much of it was faulty.

### Four Decades Ago . . . Messrs Ryan and Deike

In 1914, Mr. Ryan and Mr. Deike decided to start their own company to provide mines with safety and rescue devices to reduce the accident toll and the loss of lives. Thus, the Mine Safety Appliances Company was born. At first, the company concentrated on supplying safety equipment to mines but over the years its activities have broadened to cover all industry on a worldwide basis. From a total of five specialized products when the company was started, MSA catalogs grew until today they list some 3000 items of safety, rescue and first aid equipment.

The new MSA laboratory has been dedicated to the memory of John T. Ryan who, with Mr. Deike, pioneered America's industrial safety movement. Mr. Ryan died in 1941. Mr. Deike remains as president of the Mine Safety Appliances Company.

Among the important developments of MSA research are oxygen breathing apparatus of many types, including the first self-generating canister type ap-

paratus; gas masks of all kinds; all types of dust, fume and vapor respirators for many hazards; plastic skull guards; carbon monoxide testing and warning instruments; explosive, combustible and poisonous gas detection and warning instruments; many kinds of specialized first aid kits and outfits; dust and fume sampling and measuring devices; rescue apparatus and instruments for the administration of oxygen for resuscitation, and mechanical equipment for rock dusting mine interiors to retard and localize coal dust explosions.

### Research Procedure

In the development of an item of safety equipment, the hazard involved is carefully studied. Technical research in the MSA library, a comprehensive collection of literature pertaining to all phases of safety and related subjects, is carried on. An electron microscope that permits examination of materials at a magnification of up to 100,000 times, is used to study the behavior and nature of dust particles and the materials used for filters.

In testing and developing respirators, a model head is employed. MSA scientists have to be sure a respirator is designed to fit a workman's face properly; that it may be worn comfortably; that the air flow resistance through the filter or chemical cartridge is not excessive; that the chemicals used in the cartridge have the right properties to remove the hazardous fumes or vapors; that the materials used for component parts of the respirator are resistant to deterioration caused by exposure to dusts and gases. These are but a few of the factors that must be considered in developing a respirator. The first dust respirator ever approved by the U. S. Bureau of Mines was an MSA development.

Plastic skullguards, now the identification symbol of construction, steel and refinery workers and many other industrial employees, are subjected to gruelling tests at the MSA laboratory. Heavy objects and pointed missiles are dropped on the hats from varying heights to determine impact force and depth of penetration. The hats are designed to protect a workman's neck and spine from the force transmitted by the impact of a falling object as well as to protect his head from injury.

The science of electronics plays a big part in the development of instruments for detecting combustible gases. Tiny electrical filaments catalytically activated are the main components of such instruments and have to be tested exhaustively for such factors as sensitivity and longevity. The devices must be foolproof from the standpoint of wiring circuits.

A wind tunnel is used at the laboratory for developing air-measuring devices essential in underground ventilation work. A large pressure chamber is employed for man-testing equip-

ment in high and low pressure such as would be encountered under water or at high altitudes. In another apparatus, climatic environments are created to determine performance of safety equipment and the durability of materials under extreme conditions of temperature, humidity and pressure.

### Air Pollution

With air pollution becoming a more important subject, MSA scientists, working with health authorities of government and industry, have developed many instruments to aid in the investigation of causes and effects of contaminated air. Only recently, the Company developed for Pennsylvania's Bureau of Industrial Hygiene a completely equipped mobile laboratory for on-the-spot checkups of air pollution. Air sampling instruments of various kinds, explosimeters, testing apparatus and other devices were installed in the mobile laboratory.

MSA also features protective equipment for welders. Helmets of all types to meet every requirement have been developed. The MSA sales organization even handles safety shoes; safety clothing; goggles and facemasks; various kinds of guards for hands, fingers, arms, legs; display boards and safety signs; many types of safety belts; virtually everything to assure that men might work in safety. The Company also is exclusive world distributor for Edison electric cap lamps.

America's industrial safety record is good. But it can be better. Safety is a battle which never ends. Its price, like that of liberty, is eternal vigilance.

### Human Relations

(From page 17)

to you so that you can have a better picture of those foreman habits which are most irritating to workers. Check yourself and see whether you have ever been guilty of doing any of these things.

#### FOREMEN ONLY

(How to Get More Production and Better Quality—In 10 Free and Easy Lessons)

Just spend all of your spare moments hanging around "your pets" place of work!

Just take people off their regular jobs and put them on other jobs without explanation!

Just laugh when a worker offers you some sound advice or a suggestion!

Just bawl anyone out loudly for small mistakes, and be sure everybody hears you!

Just ignore a new person on the job—if he does not figure it out, you can replace him!

Just refuse to let anyone in your

department take a better job opening in another department!

Just pass out your orders with no back-talk or explanation!

Just walk around and look at the workers, merely give them an inquisitive and questioning look!

AND MOST IMPORTANT . . . Just give out a three-day pass for any and every small infraction of the factory rules that come to your attention!!!!

A WORD TO THE WISE IS SUFFICIENT! MASTERY OF JUST ONE OF THESE LESSONS IS GUARANTEED TO MAKE YOU LOSE FRIENDS AND INFLUENCE PEOPLE!

## Book Reviews

### MANAGING MEN AT WORK

By S. S. Santmyers (International Textbook Company, Scranton, Penna.—299 pages—\$4.00)

**T**he primary objective of this book, as the author expresses it, is "to help the managers of men at work to find an atmosphere in which they can do for themselves their own special kind of work-learning, thinking, planning, and leading."

In five parts, the material is arranged in an order to promote the author's purpose for the book. Part I (Leadership and Free Enterprise), Part II (Leadership and Output), Part III (Leadership and the Workers), Part IV (Leadership and Organized Labor), Part V (Leadership and the Organization).

### THE COUNSELING INTERVIEW

By Clifford E. Erickson, Ph.D. (Prentice-Hall Inc., 1950—174 pages)

**C**OUNSELING services are expanding rapidly all over the country—in schools, business, government, social service, and industry. Business and industrial organizations are discovering that promoting better human adjustments results in greatly improved production.

Every counsellor uses the interview as a basic and central technique. Teachers, foremen, administrators, supervisors, and many other workers rely on interviewing as one of their most important skills. In his book **THE COUNSELING INTERVIEW**, Dr. Clifford Erickson, director of the Institute of Counseling, Testing and Guidance at Michigan State University, has selected from all the discussion and controversy on the subject of interviewing some practical suggestions that every interviewer can use.

Dr. Erickson's direct, how-to-do-it approach focuses attention on how to plan, begin, analyze, and conclude an interview. He examines impartially the various interview methods—background analysis, counsellor-directed interview, counselee-directed interview—



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WHEN WET  
GREASY  
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with rolled diamond  
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twisted crossbar nosing  
or abrasive nosing.

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"TWISTED-BAR"  
Electroforged Steel Grating**

IT'S the twist that does the trick . . . the twisted bar construction gives greater traction, makes slipping impossible even if the grating is wet, greasy, or covered with snow. The slightly roughened surface grips shoe soles for *extra* safety, yet the over-all surface is level for confident ease in walking and standing. Trucks and other wheeled vehicles roll freely.

In addition, Blaw-Knox Steel Grating is *electroforged* into one piece for extra strength and load bearing durability.

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Maximum open area for light and air • Self-cleaning—no sharp corners to clog • Easy to maintain and paint • Economical to install.

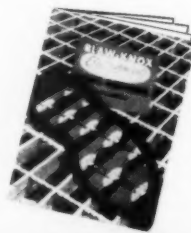
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Big new Bulletin gives complete construction details, specifications, numerous possible applications and all the outstanding advantages of Electroforged Steel Grating and Steel Treads. Write for Bulletin 2296 today!

### BLAW-KNOX DIVISION

of BLAW-KNOX Company

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Offices in Principal Cities



# BLAW-KNOX ELECTROFORGED STEEL GRATING

ing, the cooperative approach—and points out the situations in which each is most suitable.

THE COUNSELING INTERVIEW offers specific suggestions for conducting every phase of an interview. Dr. Erickson points out how the working of a single question can make the difference between a successful and an unsuccessful session.

### BUDGETARY CONTROL

Walter Rautenstrauch and Raymond Villers, Columbia University. (Funk & Wagnalls Co., 1950—320 pages.)

**W**HY is the need for budgetary control now being so recognized and the idea of budgeting so generally accepted? The reason is that budgeting is no longer merely an accounting procedure, but has developed into a powerful management tool which can be used to forecast and control the future income and the future expense of a business with remarkable exactitude.

In this new book, for the first time, the managerial approach to budgeting is fully explained. It covers budgetary control in all its aspects and presents a well-integrated system of forecasting and control of all the interrelated activities of a business: sales, inventory, production, expense, cash, capital expenditures, repairs, research, profit and loss. It presents actual methods and their application, together with appropriate forms and charts used successfully in business.

### *Who's Doing What*

**M**AURICE N. TRAINER, first vice president of American Brake Shoe Co., was named president in September. William B. Given, Jr., 21-year president, was named chairman of the board . . . Carborundum Company appoints John A. Decker as N. Y. District sales manager and William J. Kingsley as assistant sales manager of Bonded Products and Grain Divn. with headquarters at Niagara Falls, N. Y. . . . Edward D. Rollert, General Motors executive formerly of Bristol, Conn., and Flint, Mich., is named assistant to general manager of Buick-Oldsmobile-Pontiac Assembly Divn., to handle special defense assignments . . . Remington Rand's new Central Publicity Bureau is under direction of A. C. Hancock. L. H. Angstadt is named director of its Institute of Records Administration and Management Controls to be opened this fall and D. V. Savidge will head new department to explain electronic accounting to businessmen . . . R. R. Rausch, v. p. of General Electric and former Ford production manager is named v. p. and assistant to president of Willys-Overland . . . New senior executive appointments at Yale & Towne's Philadelphia Divn. include: J. P. Kinney (former partner Gordon & Kinney, Detroit) as general sales manager; J. A. Shellenberger (for General Foods assistant to v. p.) as director of advertising, publicity, market research; J. T. McCarley as manager of production; C. E. Moore (for GM Electro Motive) as works manager; B. A. Moski (for George H. Elliott Co.) as chief industrial engineer.

Wife: "Wasn't it awful the way those men were staring at that girl getting on the train?"

Husband: "What train?"



# SAFETY SALON

## National Safety Council offers foremen series

Chicago—National Safety Council announces a series of six booklets "Psychology of Safety in Supervision" written by Dr. J. L. Rosenstein, for use in training foremen—(90c to members, \$1.80 to non-members).

In commenting on the series, Service Extension Director D. A. Pickerell says: "These booklets have a safety slant of course . . . but they'll do more than help you prevent accidents. By helping your foremen and supervisors develop a better understanding of worker attitudes and actions, they can help you boost efficiency and employee morale, as well."

Series subjects are: No. 1 . . . You Can't Change Human Nature; No. 2 . . . What Is Your U Q?; No. 3 . . . Teaching Safety On The Job; No. 4 . . . People Act Alike; No. 5 . . . Safety Takes Teamwork; No. 6 . . . You Are Human Too.

## California supervisors to get safety clinics

San Francisco—Further improvement in the safety of working conditions in California is the aim of a two-point program approved in August by the California Employers Safety Committee, says the California Manufacturers Association.

The state-wide work of this new safety organization, whose broad objective is to make California the safest place in the world to work, is coordinated by the California Manufacturers Association. The CMA's announcement today said the program just approved calls for, (a) the development of a plan for making annual merit awards to either individuals, organizations or corporations, for reducing the accident ratio in their specific activity, and (b) a series of safety clinics or forums throughout the State.

At the clinics qualified safety engineers will advise and counsel top management and supervisory personnel in the benefits to be derived from safe working conditions. The latest in safety equipment, approved techniques and procedures, will be discussed and evaluated. The clinics are to be scheduled for the forthcoming winter and spring months, and are to be held in principal cities in California.

Development of the safety award program will be in charge of a committee to be appointed, according to E. W. Bullard, executive chairman of

the state-wide safety organization. Bullard is president of the E.D. Bullard Co. and is the chief executive of the safety organization. The award committee's recommendations are to be available this month. Therefore, details of the merit award plan are expected to be announced at the annual meeting of the CMA in San Francisco on October 19.

The California Employers Safety Committee is unique in safety movements, and is attracting attention in other states, many of which have requested details of the California plan. In this plan, business men from all over the State, after much preliminary work, joined in a cooperative movement to promote and encourage rules, equipment, procedures and conditions that will reduce accidents, and losses of both workers and employers arising therefrom.

Formation of the state-wide safety organization was formally announced in April. Since then it has been incorporated as a non-profit corporation, and employers and employer organizations from all over the State are participating.

In essence, the state-wide program contemplates the coordination of all safety ideas and plans of all the employers in California, and the creation thereby of the most practical set of safety rules for workers in all types of industry and agriculture.

An integral part of the program is the provision for a two-way flow of

safety information between the Central Coordinating Council and the organization's membership. This will extend to the grass roots level of the employees themselves. Thus, the Central Coordinating Council will continuously be kept informed of developments at all levels.

## Safety saves \$30,000

Baltimore, Md.—A 67 per cent reduction in accident frequency rate and a 50 per cent reduction in accident severity rate resulted in the Phosphate Rock Division of The Davison Chemical Corporation getting down to 22 per cent of its industry group average for frequency and 5 per cent for severity during 1949.

In the same year the Davison's Curtis Bay works achieved a frequency rate of only 16 per cent of the average for its industry, and a severity rate only 12 per cent of its industry average.

One result of these safety records was the presentation of two Distinguished Service To Safety awards by the National Safety Council on August 10. Earlier the U. S. Bureau of Mines also sent the company a letter of commendation and awarded a certificate, and Davison received the largest returned premium ever paid by the Maryland Casualty Company to any company carrying policies of comparable size. The returned premium was in excess of \$30,000.

## Tetanus toxoid program . . . bombing safeguard

Chicago—Recently, the doctors in Cook County, Illinois, announced that all residents in Chicago should be given tetanus shots to protect them in



At presentation ceremonies, August 10, when the Distinguished Service To Safety Award was presented by the National Safety Council to The Davison Chemical Corporation for safety record made at Curtis Bay works, Baltimore, from left to right: Chester F. Hockley, Davison board chairman and president; Governor W. Preston Lane, Jr. of Maryland; John S. Cuthbert, eastern representative of the Council; J. R. McCreedy, works manager of the Curtis Bay plant; and Theodore Hoover, president of Local No. 2, International Chemical Workers Union.

## How to organize, operate, and supervise the small plant

HERE are the best, profit-building ideas of scientific management, made practical especially for the small plant. This authoritative book brings you the advanced management techniques that will help secure a maximum of production at a minimum cost per unit. It thoroughly treats every significant management topic, from the principles of scientific management, to the considerations in financial planning—from the laws to be considered in production, to sales tools, and their use—from obtaining real employee morale, to the know-how rules of machine planning... analyzing every management function to enable you to establish the most efficient and workable management procedures.



### Just Published! SMALL PLANT MANAGEMENT

Edited by DR. EDWARD H. HEMPEL  
Chairman, Small Plant Committee, A.S.M.E., Prepared under the auspices of the Management Division of The American Society of Mechanical Engineers 499 pages, 45 illustrations, tables, and charts, \$6.00

THIS manual contains the most advanced practices in small plant management. It gives you sound advice and tested methods on a wide variety of problems, such as how to rate products... choosing the legal form of the organization... how to select a process... getting workers' good will and good relations... evaluating jobs... how to control manufacturing expenses... and how management and unions can work together. You can compare and apply these techniques and methods to your own management procedures... and thereby gain the advantages of improved plant organization and output, and increased profits through more efficient small plant management.

#### Topics like these fully explain "know-how" management

- process selection and planning
- creating the external organization
- laws and the small plant
- purchasing
- buying, adapting, and making machines and facilities
- where to locate the small plant
- the tasks of sales management
- planning the small plant premises
- what to consider in financial planning

#### 10 DAYS' FREE EXAMINATION

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330 West 42nd St., NYC 18, N.Y.  
Send me the A.S.M.E.'s SMALL PLANT MANAGEMENT for 10 days' examination on approval. In 10 days I will remit \$6.00, plus few cents for delivery, or return the book. (We pay for delivery if you remit with this coupon; same return privilege.)

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the event of bombing. Aldens, Inc. immediately checked into this, found there were no immediate facilities for having it done. They worked out a plan whereby any executive, supervisor or employee who would like to receive toxoid shots, would receive them free of charge.

Aldens also reports they found that the toxoid (supplied free of charge by the City and State), caused a reaction in three to four per cent of the cases—that in some instances, it is pretty severe and the individual must receive adrenalin shots. Rather than experience this, Aldens decided to purchase 98% protein free tetanus toxoid. To date no one has had a reaction. The protein free toxoid only requires two shots totaling 1 cc. whereas the other toxoid requires three shots totaling 5 cc.'s. A large percentage of Aldens employees have already received their tetanus shot.

Aldens is reported to be the first concern in Chicago to give its employees the tetanus toxoid shots.

### New Safety Films

TWO new motion pictures, one on highway safety and another on the proper handling of commercial high explosives, have been released by the public education department of the Aetna Life Company at Hartford, Conn.

Both films, produced in 16mm. with sound by Aetna's motion picture bureau, are 10 minutes in length.

"FATAL SECONDS" underscores the folly of taking a chance when behind the wheel of a car. Based on the tragic story of a normally cautious driver whose impatience led him to pass on a hill, the film portrays how a lifetime of careful driving can be undone by a single impulsive act.

In line with the latest trend in safety educational methods, the film seeks to develop among drivers a safe mental attitude, an approach advocated by the nation's leading safety experts.

"BEFORE THE BLAST," another in a special series of films dealing with safety problems in the construction industry, illustrates the basic safety rules in connection with the transportation, storage and use of commercial high explosives.

The film portrays the procedures for both large and small blasting operations, picturing the dynamiting of stumps as well as huge hillsides, and demonstrates in detail each step in preparing to detonate explosives.

The new films, which may be obtained without charge for showings, will be made available for use by Aetna agents in connection with their community safety activities.

AFTERTHOUGHT of a tool and equipment manufacturer: "Because he hadn't sold the foreman, he found he hadn't 'sold' the company."

In management it's "Grow... or Go!"

### OCTOBER... AND SAFETY

Daylight saving is all over for another year, and the long evenings are with us until spring.

Some of the boys organized some barber-shop quartette singing last week but George won't be able to sing tenor for them. You see, George was working on a grinding wheel the other day—didn't bother to put down the guard—and it broke. A piece hit George in the neck and damaged his throat some way—now he can't sing anymore, at least he won't, not for a long time. Too bad!

Do you have all of the guards in place? How about those guards over your eyes and your toes? They are important!

HAVE YOU CHECKED YOUR ACTIONS LATELY? ARE YOU SAFETY-CONSCIOUS ALL THE TIME?

By Arthur F. Marmoy  
Manager, Production Control  
Worthington Pump & Pump  
Machinery Corp., Buffalo, N. Y.

### Mackintosh-Hemphill plants get top safety awards

Pittsburgh—Two significant recognitions of achievement in industrial safety have been earned by the employees of the Midland, Pa., plant of Mackintosh-Hemphill Co.

According to Irvin A. Brinkman, director of employment, safety and welfare, the 300 workers at the Midland steel foundry have won for the third time in recent years the trophy awarded by the Metals Section of the National Safety Council.

In competition with 51 other steel foundries in the United States, the Midland organization rolled up a record of no lost time accidents from July 1, 1949 to June 30, 1950. The trophy will be presented in Chicago during the national conference in October by Grover C. Brown, secretary of industrial relations for the Iron & Steel Institute.

Mr. Brinkman also announced that the Midland plant had won for the fourth year in succession the award for industrial safety that is annually presented by the Steel Founders Society of America.

An Irishman in the army was telling his friend of his narrow escape in Paris.

"The bullet went in me chest and came out me back," said Pat.

"But," answered his friend, "it would go through your heart and kill you."

"Me heart was in me mouth at the time," was the quick reply.

# the Foreman Market

for plant tools  
and equipment

## New "safety" floor polish for industry

Camden, N. J.—A new self-polishing floor finish, certified anti-slip by Underwriters Laboratories, Inc., is announced by Underwriters Laboratories, Inc., is announced by R. M. Hollingshead Corporation, Camden. Applied and cared for like wax although it has no wax in it, it is known as "Whiz Check-Slip."

New floor finish, according to Fred H. Lee, Jr., sales manager of the chemical company's industrial division, self polishes and dries to a hard lustrous finish which can be damp mopped or buffed and does not become sticky even in hot, humid weather. Thus "Check-Slip" is not only highly slip resistant, he said, but also provides a lustrous, long-wearing floor finish.

"From the standpoint of ease of application, reduced labor costs, high gloss, increased safety and long wearing qualities," said Lee, "we feel that in a few years this type of floor coating will definitely supplement wax and in some cases replace it as the standard finish for floors."

Testing of "Check-Slip" by the Underwriters Laboratories, Inc., revealed that it gives 60 percent more protection against slipping than is usually required by Underwriters for a material to be considered "anti-slip," according to Lee.

## New G-S masks claim "plus" protection at low cost

Philadelphia—G-S new protective masks consist of an aluminum shield, which is held in position by an adjustable elastic head band, and replaceable laminated filters of extra thickness. They protect throat, nose and bronchial tubes from larger particles of non-toxic dusts that irritate these membranes, causing discomfort and increased susceptibility to infection.

Important to the wearer is fact that they



New protective mask . . . by General Scientific Equipment Co.

weigh less than 1/2 oz.—are cooler and more comfortable. Thus they are more frequently used and accomplish more good than masks which may cost many times as much, but are not worn consistently.

They are recommended by General Scientific Equipment Co. for use in foundries; cement, lime, gypsum, talc and similar plants; in machine shops, factories, farms, mills—practically everywhere except when fine silica dust, lead, arsenic and other toxic dusts are present.

For complete information write the Company at 2700 W. Huntingdon St., Philadelphia 32.

## New industrial tractor packs power

Chicago—Hensel Green & Co. are producing a new industrial tractor to answer the demand for a general purpose towing and pushing tractor of small dimensions.

New tractor is equipped with pneumatic tires on all 4 wheels. Large diameter rear wheels are mounted with big tractor type



New Unitow Tractor . . . by Hensel Green & Co.

tires for smooth navigation over railroad crossings, poorly paved runways, rough material yards. Extremely short 72 in. turning radius and easy, agile maneuverability are ideal for navigating narrow warehouse aisles, docks, railroad platforms, airport aprons, stevedore areas, wherever trailer loads must be towed or pushed in and around congestion. Three speeds forward of 3.3 to 10 M.P.H. with reverse speed of 3.7 M.P.H. adequately meet all requirements of safety and rated drawbar pull.

The new Model 18 UNITOW, designed by W. A. Hensel, formerly chief engineer for W. F. Hebard & Co., is powered with the famous International Harvester U-1 engine. 95% of all mechanical parts are standard IHC components, obtainable from IHC industrial power dealer service points all over the world.

UNITOW Model 18 has a rated drawbar pull of 1800 lbs., or a towing capacity of 36 tons of L.C.L. freight, factory materials, castings, parts, etc., on level pavement with proportionate towing power on inclines and grades. The body, front and rear bumpers are of heavy steel plate with rugged construction throughout to withstand the punishment tractors of this type have to take. The International U-1 engine and special UNITOW engineered design are famous for low operat-

ing and maintenance costs.

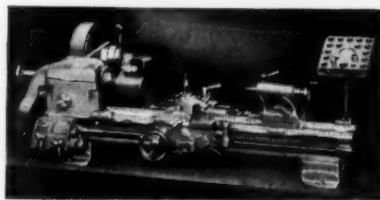
Descriptive Bulletin HG 18, on request from the Company at 9 S. Clinton Street, Chicago 6.

## New toolroom lathe

South Bend, Ind.—A new line of small precision toolroom lathes is now manufactured by South Bend Lathe Works. Known as the "Light Ten", these lathes take work up to ten inches in diameter over the bed. Swing over cross slide is 6 1/4", and distance between centers varies from 16 1/4" to 28 1/4", depending on bed length. Driven by a 1/2 h.p. motor, ample power is provided for all work within capacity of lathe. The headstock is back geared, providing spindle speeds ranging from 48 to 1435 r.p.m.

Designed primarily for precision toolroom work, this new toolroom lathe is economical to own and operate. It takes less power and space than larger, heavier sizes—will perform as well or better on work within its capacity. Large handwheels, micrometer graduated feed collars, and convenient controls reduce operator fatigue, help prevent mistakes. Delivered equipped with a precision lead screw having .0015", or less, lead variation in any one foot; a hand-wheel draw-in collet attachment (less collets); collet rack; taper attachment; thread dial indicator; thread cutting stop; large face plate; and a micrometer carriage stop. Tailstock spindle has 1/10" graduations and tailstock screw has micrometer collar reading in thousandths. Regular equipment includes power feed apron; graduated compound rest; small face plate; tool post; two 60-degree centers; headstock spindle center sleeve; and a quick change gear box providing a thread cutting range of 48 pitches, 4 to 224 per inch R. H. or L. H., and 48 longitudinal power feeds. Carriage lock is provided for precision facing operations. Other attachments, tools and accessories can be supplied so that many jobs can be handled which ordinarily require special machines.

Bed lengths of 3, 3 1/2, and 4 feet available with maximum distances between centers of 16 1/4", 22 1/4" and 28 1/4" respectively. No. 2 Morse taper centers are used in the headstock and tailstock spindles. Maximum collet capacity is 5/8"; hole through spindle 27/32"; swing over bed 10", over saddle wings 9 15/16", and over saddle cross slide 6 1/4"; tailstock spindle travel is 2 1/4"; tailstock top set over 5/8"; cross slide travel is 5 7/8"; and angular feed of compound rest 2 1/4". Headstock, carriage, and tailstock are carefully hand-scraped to fit the bed ways. The time-



New "Light Ten" toolroom lathe . . . by South Bend Lathe Works.

proven South Bend prismatic bed way design is used, the ways being hand-scraped their entire length.

For complete specifications, prices, write South Bend Lathe Works, South Bend 22, Ind.

## New bench welding line

Waltham, Mass.—At the National Metal Exposition and Congress in Chicago Oct. 23-27, the Raytheon Manufacturing Company is displaying a new line of bench welding equipment which will weld many metals and com-



binations of metal heretofore considered impractical for production welding. The units on display include the Model G WELD-POWER (Reg. U. S. Pat. Off.) Head, Models 60, 225, and 1100 stored energy control units and the Model 5 KVA, AC control unit. The Model G head, in combination with control units 225 and 1100, can be seen in actual operation at Booth No. 2548.



This new chain hoist made by the Philadelphia Division of Yale & Towne Manufacturing Company weighs only one half as much as conventional hoists of same capacity. Utilizes aluminum castings and alloy steel to cut weight, without sacrifice of strength or headroom—has an efficiency of 95% enabling one worker to lift 1000 pounds three feet in twenty seconds.

### 'Carry around' hoist

Philadelphia—Weighing only one-half as much as conventional hoists of the same capacity, a new Yale hand chain hoist made by the Philadelphia Division, The Yale & Towne Mfg. Co., enables one man to lift 1000 pounds with less work than it takes to climb an average flight of stairs. For example, the new Yale ½-ton capacity model (weight 37 pounds) has near-impossible 95% efficiency permitting a full load to be easily raised three feet in 20 seconds.

Called the "Load King," the new hoist will succor plants that are feeling the pinch of manpower shortages and the squeeze of high handling costs. It has "carry around" lightness, even in the models designed to lift two tons, and can be moved to the job in a hurry.

Workers, too, will like the "Load King." One man can always operate all models with ease, and its muscle-saving features will leave operators feeling better at the end of a working day even though they've accomplished more work.

Write Philadelphia Divn., The Yale & Towne Mfg. Co., 11000 Roosevelt Blvd., Philadelphia 13.

### Use-purchase plan for 'tab' equipment

New York—A new "use-purchase" plan under which tabulating equipment may be purchased over a period of less than nine years at a lower cost than rental, was announced this week by Remington Rand, Inc.

The new plan, which spreads payments over 100 months and has a cancellation clause effective after the first year, is expected to revolutionize the distributing pattern for

punched-card accounting equipment, which heretofore to a large extent has been based on rentals.

Under the plan it is less expensive, over any period in excess of three years, to buy the equipment, than it is to pay rental. The cancellation clause makes it possible for the purchaser to replace equipment with newer models, as in the case of rented equipment, if it becomes more profitable to do so.

### Portable spot welder

Chicago—A new portable spot welder known as the "ZIP" is introduced by Mid-States Welder Mfg. Co., Chicago, manufacturers of A C arc welders.

Exclusive patented features such as fixed top tong, newly designed adjustable curved tips and overall construction of the new unit, affords greater ease of handling and operation, making possible scores of new spot welding applications.

Perfectly balanced unit, with center of gravity at carrying point, therefore requiring only one hand to operate. Assorted tong lengths and shapes available for specific spot welding applications.

Completely portable, weighing 23 lbs. Welds



New portable spot welder . . . by Mid-States Welder Mfg. Co.

mild steel, stainless, galvanized iron, terne plate and magnesium up to ¼" combined thickness of metal. Models available for either 110 volt or 220 volt AC current lines.

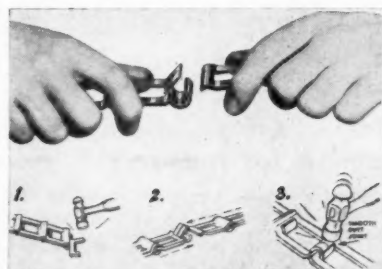
Write Mid-States Welder Mfg. Co., 6025 S. Ashland Ave., Chicago 38.

Please mention **MANAGE** Magazine.

### Small utility steam boilers

Worcester, Mass.—To meet demand for a small utility steam boiler that can be used for laboratory work, jacketed kettles, glue pots, plastic presses, paint heaters, wallpaper steaming, sterilizing, fur and cloth steaming, typewriter cleaning, variety of other applications, Livingstone Engineering Co., Dept. 151 at 100 Grove St., Worcester, Mass., announces two new SPEEDYLECTRIC Boilers, Models LP-½ and 400-½. Like all SPEEDYLECTRIC Steam Generators these latest additions to the SPEEDYLECTRIC line generate steam at 98½% efficiency by utilizing resistance of boiler water to passage of electricity between solid metal electrodes. No coils or elements to burn out, no flame or fire hazard, no low water danger, no tubes to scale or replace. These new SPEEDYLEC-

TRIC boilers are compact, 14" wide, 22" long and 28" high and may be plugged in on ordinary lighting circuits.



(1) Remove broken link and insert Quick-Change REPAIR LINK, (2) Hook Quick-Change Link in place, (3) Hammer down to lock securely . . . distributed by Holly Sales Co.

### Quick-change links

Storm Lake, Iowa—There's a revolutionary new way to replace broken chain belt links quickly, easily, and economically—without long costly delays that tie-up valuable machinery and high-priced manpower, it's reported.

Called the Quick-Change Repair Link, this invention has a special hook lip which slips into place with adjoining links and then locks securely. According to distributor, the jobs that used to take hours can now be done in minutes without the unnecessary waste of time and labor tearing down equipment and adjusting the chain belt to get the additional slack that is needed with pin-coupler links.

Write Holly Sales Co., Dept. 26, Storm Lake, Iowa.

### New bins to speed service function

Detroit—Two new bins designed to speed service operations, facilitate ordering, and increase sales by making small parts and fixtures easier to reach and easier to see have been announced by Service Parts Systems, 4607 St. Aubin Street, Detroit.

The bins were developed for stock rooms or sales departments to provide a compact, accessible unit for frequently used springs, nuts, bolts, washers, clips, and other small parts.

The 700 bin is a wall unit with 100 separate



Stockroom bins . . . By Service Parts Systems

**MANAGE** October 1950

compartments. All are tilted forward to meet the eye and are built on the "cash drawer" principle with rounded bottoms to make parts easier to pick out. Each compartment carries a bin tag holder for labels of part number, price, and specification.

All the compartments of both units lift from the rack for stock rotation and cleaning.

## Wire strippers

Sycamore, Ill.—Ideal Industries, Inc., 1826 Park Avenue, Sycamore, Illinois, announces the purchase of Pyramid Products Company, Chicago, manufacturers of wire stripping equipment.

Best known of the Pyramid line is the "E-Z" Wire Stripper—a small, hand-operated tool for quickly removing insulation from wire. This handy tool, which works like pliers, is of rugged all steel construction. Its simple operation and sturdy dependability have made it a favorite of electricians and production men for many years.

The "E-Z" Wire Stripper will be added to Ideal's already large line of wire stripping equipment. All manufacturing and sales activity will be moved to Ideal's Sycamore plant.



Mobilift's new stand-up model "E", featuring Lev-R-Matic controls that eliminate gear shifting. Features heavy-duty engine designed for lift trucks; a new hydraulic tilt mechanism; a newly designed one-piece hood that greatly increases accessibility to parts needing repair and service; visibility features that speed-up materials handling, increase safety factor. Has 2,000 lb. capacity on 15" load center. Shown with 63" mast (lift height 68", mast height extended 94", free lift 37"). Length, less forks 64", width overall 33", turning radius, outside 57", weight 3,300 lbs.

## New fork trucks

Portland, Ore.—Two new Lev-R-Matic controlled fork lift trucks, both of 2,000 pound capacity, were announced recently by the Mobilift Corporation in a preview showing at their Portland, Oregon, plant.

Utilizing the findings of an exhaustive engineering survey made in several diversified industries, Mobilift has incorporated into both new models features designed to greatly increase the accessibility of parts requiring regular servicing and maintenance. These newly designed features make major repairs easier, faster and reduces "down-time" to a minimum.

In addition, the two new Mobilift models both feature a new, 3-cylinder heavy-duty engine, designed for exclusive use in fork

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Mobilift's new sit-down model "ER", featuring Lev-R-Matic controls that eliminate gear-shifting, announced as in production at the Portland, Oregon plant by Mobilift Corporation. Exclusive with Mobilift is the new "ER's" "Mobil-Spring Suspension" for rear wheels, with each wheel independently sprung, using a heavy-duty spring and an airplane-type shock absorber (decreases operator fatigue, maintenance cost). Also features heavy-duty engine designed for fork lift trucks; a new hydraulic tilt mechanism; visibility features which speed-up materials handling; and improvements to greatly increase accessibility of parts needing service and repair. Has 2,000 lb. capacity on 15" load center. Shown with 83" mast (lift height 180", mast extended 134", free lift 57"). Length, less forks, 65", width, overall 33 1/2", turning radius, outside, 63", weight 3,300 lbs.

lift trucks, and a number of visibility features that will simultaneously speed-up materials handling and increase the safety factor. Mobilift's exclusive Lev-R-Matic controls, which completely eliminate all gear shifting, are among the outstanding features incorporated into both new models.

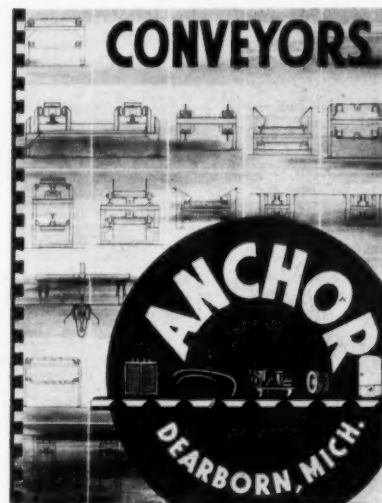
Please mention **MANAGE Magazine**.



"It's a letter from the Bank, dear. They've given me too much money again!"

## For Your Information

**M**ANAGEMENT CLUBS may be interested in new catalog E-351 on new line of economy sound equipment by Mark Simpson Mfg. Co., Inc., 32-28 49th St., Long Island City 3, N. Y. . . . Requests on company letterhead will bring 60-page booklet on new conveyor designs and applications (with photos and drawings) by Anchor Steel and Conveyor Co., 6906 Kingsley Ave., Dearborn, Mich. Deals specifically with conveyors for



Conveyors . . . by Anchor Steel & Conveyor Co.

small parts, scrap and chip handling . . . Write Atlas Mineral Products Co., Mertztown, Pa., for new bulletin (No. 5-1) on corrosion proof cements . . . Employers will be interested in new booklets (1) "Fundamentals of Retirement Plans" and (2) "The Mutual Fund in Retirement Plans" by W. L. Morgan & Co. of Philadelphia, national distributors of Wellington Fund. Gives working knowledge of retirement plan principles—how mutual funds can be utilized in investment of retirement funds . . . Management Controls Divn., Remington Rand, Inc., 315 Fourth Ave., N. Y. 10 avails new 80-page catalog "Kardex Visible Record Control" (No. KD462 covering efficient maintenance of business records and effective administrative control.

She: "Kiss me once more like that, and I'm yours for life!"  
He: "Gosh, thanks for the warning."

Two nurse maids were wheeling their infant charges in the park, when one asked the other: "Are you going to the dance tomorrow night?"

"I'm afraid not," she replied.  
"What!" exclaimed the other. "I thought you were so fond of dancing."

"I'd love to go," explained the conscientious maid, "but to tell you the truth, I'm afraid to leave the baby with its mother."

"And now gentlemen," continued the Congressman at his press conference, "I wish to tax your memory."

"Good heavens," muttered the reporter, "has it come to that?"

An English visitor saw Niagara Falls for the first time. He stood impassive, while his American friend attending the NAF convention explained how many thousands of gallons of water poured over the twin cataracts of the falls every second. "Isn't it amazing?"

The Englishman lifted his face with a bored look. "What's to prevent it?" he asked.

## Safety at Revere

(From page 9)

tomed to his surroundings and absorb instruction. Although safety is always thoroughly discussed during the pre-employment process, he may have but a general impression of what is expected of him in regard to accident prevention.

To insure repetition and follow-up of safety instruction, the following procedure has been established to encourage thorough and systematic training in safety during the first few weeks. The habits and attitudes which are formulated during that period are apt to have a lasting effect.

Each employee is furnished with a 60-page booklet on safety knowledge, the title of which is "... for your own good ... for the good of us all". Detailed, comprehensive instructions embracing all types of work hazards and general conditions are included, beginning with an analysis of the most common types of injury and their relative frequency. This booklet is so indexed that an employee can easily learn the safe practices concerning his own job as well as general safe practice. This booklet is also cross-referenced with the Revere Safety Test.

Each new or permanently transferred employee is furnished with an "Employee Introduction and Safety Instruction Record" which he presents to his foreman upon reporting to work. This form provides the foreman, among other things, with the name and payroll number of the employee, the type of work to which he has been assigned and his Safety Test score. There are spaces provided for notation of safety interviews during the first three weeks of employment. After all such safety discussions have been completed, the foreman returns the form, properly filled out, to the Personnel Office. A member of the Safety staff then visits the new employee and verbally tests his knowledge of the Revere Safety Rules and the elements of safe practice.

In order to provide foremen with complete subject matter for each of the three safety interviews, material has been prepared and carefully gone over with them. This insures more uniform and satisfactory instruction on all items. These discussions are by no means "canned talks", however, for each foreman employs his own terminology.

It should be noted that the brevity with which the following activities are treated by no means labels their contribution to our Safety Program as secondary. They are not "window dressing" but on the contrary are tried and proved assets of that program.

### Foreman Understanding

For about five years Revere has conducted a Foremen's Understanding Program, a management function. Revere's foremen are strictly manage-

ment and through the medium of this program are kept currently up-to-date on all aspects of Company policies, activities and relations. A major standing subject on the agenda is Safety. It has an important place on the program of every meeting and communication. Talks, slides, films, open discussion, and top-management participation feature this important avenue of creating understanding and a sense of "belonging".

### Safety Inspections, Committees

Considerable space could be devoted to the importance placed on inspections. Highlights of our program are: Safety inspections ranging from daily checks by the safety engineer, Personnel staff and foreman to weekly tours by the Safety Committee and monthly inspections by the works manager and vice president of the division. Featured are stringent good housekeeping inspections and individualized special weekly inspections of cables, hoists, cranes, wagons, guards.

Detailed activities of our various Safety Committees would be difficult to condense into this article. However, a listing of their functions and the people who make them up will serve to emphasize their vital contribution to the success of the Safety Program. (1) All accidents are investigated by an Accident Investigation Committee composed of the safety engineer, the general foreman, the department foreman and three employees including union representation. (2) An analysis of their reports and the plant accident experience from the standpoint of developing preventive measures is made, progressively, by the safety engineer, superintendents and foremen, the personnel manager, the works manager and the General Industrial Relations staff. (3) The Suggestion System encourages employees to make safety suggestions and grants awards for those found to be useful. (4) A General Safety Committee composed of the works manager, safety engineer, superintendent, foreman and union representative at large, meets frequently and makes general safety recommendations.

### Publicity

Employees cannot be expected to understand and cooperate in the program unless they are informed about it. Safety articles are featured in the *Revere Patriot*, the employees' magazine. Safety records and achievements are included in monthly news bulletins, "THE REVERE LOCAL NEWS REPORTER" at all divisions. National Safety Council posters are used. Each month, original four color posters appear, prepared and drawn by the General Industrial Relations staff. These feature the standings in the Divisional Safety Contest and portray the antics of "Tactless Titus" (highly accident prone) and "Joe Brasco" (just a guy trying to get along) in cartoon

style. Additional posters and bulletins appear as the occasion warrants.

### C. Donald Dallas Safety Plaque

Several years ago, C. Donald Dallas, chairman of the Board of Revere, instituted a bronze plaque award. This award is presented each year to the division showing the greatest improvement in accident prevention and the best overall safety performance. This interest by the Company's chief executive has inspired keen competition and stimulated worthwhile effort to improve safety records.

### Other Factors

A sound basis for a Safety Program is the pre-employment physical examination. Annual re-examinations are also important. Extensive First Aid equipment handled by qualified doctor and nurses helps to minimize the result of failure to work safely. Safety guards and equipment resulting from the complete cooperation of the Engineering Department are essential to make our mills as safe as possible. Also of prime importance are the personal types of safety equipment such as goggles, safety shoes, prescription ground safety glasses, masks, gloves and others made available to employees by Revere. Plant physicians are becoming increasingly important in the prevention of accidents as well as their treatment.

### Organization

While safety is often just plain common sense, a successful longtime program requires the trained services of a competent safety engineer. However, safety is so all-encompassing that any plan which merely assigns the responsibility to such a man and then leaves him to his own devices is doomed to failure. "SAFETY IS EVERYBODY'S BUSINESS" at Revere and the efforts of the safety engineer are backed up by the personnel manager, the works manager and the vice president in charge of the division. In an advisory capacity is the General Industrial Relations staff headed by the vice president in charge of Industrial Relations ... and there are hundreds of "assistant safety engineers," the whole Revere Management. This support is something more than moral ... it is active, interested and authoritative.

### Conclusion

Is all this effort worthwhile? The effort to eliminate human suffering and loss of earning power is always worthwhile! At Revere, we intend to keep on striving for the understanding and cooperation necessary for the elimination of accidents. A safe place to work helps an employee to greater peace of mind both at work and at home. Peace of mind, in turn, makes for a better and more satisfied employee. Concerted effort toward accident prevention pays dividends to the employee, to his family, and to the Company as well.

MANAGE October 1950





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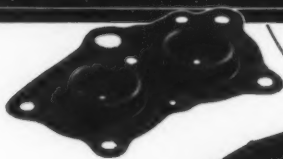
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